Ports Canada

# Report to the Minister 1984

55-6527/1

# TABLE OF CONTENTS

*The corporate logo of the Canada Ports Corporation and the local port corporations consists of the following:*

1. *the anchor is a marine symbol originally used on old charts to indicate a vessel anchorage*
2. *the three red maple leafs stand for the three regions of Canada served by the corporations, namely Atlantic, Central and Pacific*
3. *the gold and silver colours represent trade and commerce respectively*


| | |
|---|---|
| Chairman's Message | 1 |
| President's Message | 2 |
| Combined Financial Highlights | 3 |
| Vancouver Port Corporation | 5 |
| Montreal Port Corporation | 13 |
| Halifax Port Corporation | 21 |
| Prince Rupert Port Corporation | 29 |
| Port of Quebec Corporation | 37 |
| Canada Ports Corporation | 45 |


**The annual reports of local port corporations appear in the sequence of their date of incorporation.**

## Ports Canada Profile

"Ports Canada" describes a federal system of 15 ports* administered pursuant to the *Canada Ports Corporation Act*. The *Act* which was proclaimed in February 1983, established the Canada Ports Corporation as an agent of Her Majesty the Queen and provides for the establishment of local port corporations, with a high degree of autonomy. On July 1, 1983, the Ports of Vancouver and Montréal were granted local port corporation status. On June 1, 1984, the Ports of Prince Rupert, Halifax and Québec were also granted similar status.

Ports Canada assets include an investment in Ridley Terminals Inc., a corporation jointly owned with Fednav Limited, established to build and operate a world-scale coal terminal facility at the Port of Prince Rupert, B.C.

Ports Canada handles nearly half of all Canadian waterborne cargo. Its principal business is to provide an efficient national port system to facilitate Canada's trade objectives. This is based on the principle of responsible management within a private-sector discipline, and a high degree of autonomy in the administration of ports within the system.

*Belledune, N.B., Chicoutimi, Baie des Ha! Ha!, Quebec, Churchill, Manitoba, Halifax, Nova Scotia, Montreal, Quebec, Port Colborne, Ontario, Prescott, Ontario, Prince Rupert, B.C., Quebec, Quebec, Saint John, N.B., St. John's, Nfld., Sept-Iles, Quebec, Trois-Rivieres, Quebec, Vancouver, B.C.

Ce rapport annuel est aussi disponible en français.

# Message from the Chairman of the Board

I am pleased to submit the 1984 annual reports of the Canada Ports Corporation and the local port corporations of Vancouver, Montreal, Halifax, Prince Rupert and Quebec.

Since the enactment of Bill C-92 in February 1983, Ports Canada has worked steadily toward a definition of its roles and responsibilities and is completing the work on its corporate mission.

As local port corporations received their letters patent and accepted responsibility for their own operating autonomy, it has been necessary to adjust the staff and management structure inherited from the National Harbours Board. It has not been an easy or comfortable year for the staff and management as these adjustments have been made. The Board gives its thanks and appreciation to all members of staff and management within the Ports Canada system for their dedication and patience through this period.

Recognition must be given for the progress made during this formative period, to the Members of the Board of Directors and the former Chairman, Mr. Glenn McPherson.

The Board of Directors also wants to acknowledge the contribution of Mr. Jacques Auger who was President through the formative twenty-two months. After more than twenty years of service in the public sector of transportation, Mr. Auger leaves his office at Canada Ports Corporation to take up a career in the private sector. He carries the Board Members' good wishes for success.

We thank the Minister for the policy direction given to the Ports Canada system in the Vancouver speech of January 24th, 1985. That direction and challenge has been accepted by the Board of Directors.

We look forward to an active, interesting year ahead.

A. R. Huntington
Chairman of the Board

# Message from the President and Chief Executive Officer

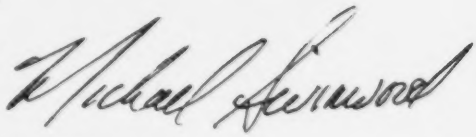
The year 1984 marked the first full year of operation for the Canada Ports Corporation as a new Crown Corporation. During the year, the Corporation successfully met some of the challenges of the *Canada Ports Corporation Act*, including the creation of three additional local port corporations at the ports of Halifax, Québec and Prince Rupert.

The Corporation now faces new challenges. These challenges translate, first, into the provision of service to the ports, and ultimately, to the people of Canada. Where direct service to the ports in our system is concerned, the Corporation is involved in the implementation of key policies in areas as diverse as land management, pricing, police services, and capital investment strategies. A comprehensive ports policy for Canada ultimately depends on the mutual coexistence of a unified national direction and strong, autonomous local operation. A test of our maturity at this stage is the Corporation's ability to balance these seemingly opposite concepts. It is the management's continuing belief that such a balance is best struck through the provision of efficient, responsive service to our system and its users.

Another area of our focus during 1984 was the crucial role played by our ports system in support of Canada's international trade, particularly where capital investments for competitive facilities were concerned. In 1984, the Corporation spent $43.5 million in capital expenditures. Such investments, as outlined in the Review of Business, are essential to the continuous upgrading of the Corporation's infrastructure if we are to maintain a competitive level of service. Thus, one of our primary financial goals is to generate sufficient income from our operations to meet the capital requirements for the maintenance of an efficient ports system. In this regard, our partnerships with private-sector concerns have proven to be a mutually-effective stimulus in sharing the economic benefits of port business.

Above all, the Corporation is committed to the support of Canada's trade objectives. Canada's position as a major trading partner in the international community, and the fact that export trade accounts for close to one third of Canada's gross national product, make clear the importance of the provision of an efficient ports system. This is our principal business.

I wish to extend to the Chairman of the Board, the Honourable Ron Huntington, and to the Members of the Board, my personal appreciation for their continued strong support and advice. I would also like to express the Corporation's gratitude to its first President and Chief Executive Officer, Mr. Jacques Auger, for his service during its most crucial stage as a new Corporation. Finally, I would like to thank the staff at each of our fifteen ports and the National Office, without whose co-operative efforts we would not have achieved our continued success.



Michael W. Swinwood

# Ports Canada Highlights

| | (in thousands, except for average number of employees) | |
|---|---|---|
| | **1984** | 1983 |
| Financial results | | |
| Revenue from operations | **$213,440** | $202,266 |
| Net income | **55,130** | 34,956 |
| Funds provided by operations | **75,934** | 67,978 |
| Financial position at year end | | |
| Working capital | **$189,783** | $160,097 |
| Total assets | **924,763** | 865,797 |
| Long term liabilities* | **597,695** | 592,916 |
| Capital expenditures | **$ 96,611** | $ 74,611 |
| Traffic (in metric tonnes) | **164,778** | 143,884 |
| Employees | | |
| Average number of employees | **1,637** | 1,695 |

*Of the total long-term liabilities, $520,363,000 are loans from Canada (1983 — $514,682,000). Included in this balance are non-interest bearing loans with indefinite due dates amounting to $317,739,000 and accrued interest not due and payable amounting to $157,462,000.

# Auditors' Report on Combined Financial Highlights

The combined highlights of Canada Ports Corporation and the local port corporations for the year ended December 31, 1984, with the exception of the traffic and employee statistics, have been extracted from the audited financial statements of Canada Ports Corporation which were reported on by us and from the Vancouver Port Corporation, the Montréal Port Corporation, the Halifax Port Corporation, the Prince Rupert Port Corporation, and the Port of Québec Corporation which were reported on by other auditors. In our opinion, the combined financial highlights have been properly prepared from the information contained in the respective audited financial statements.

Touche Ross & Co.

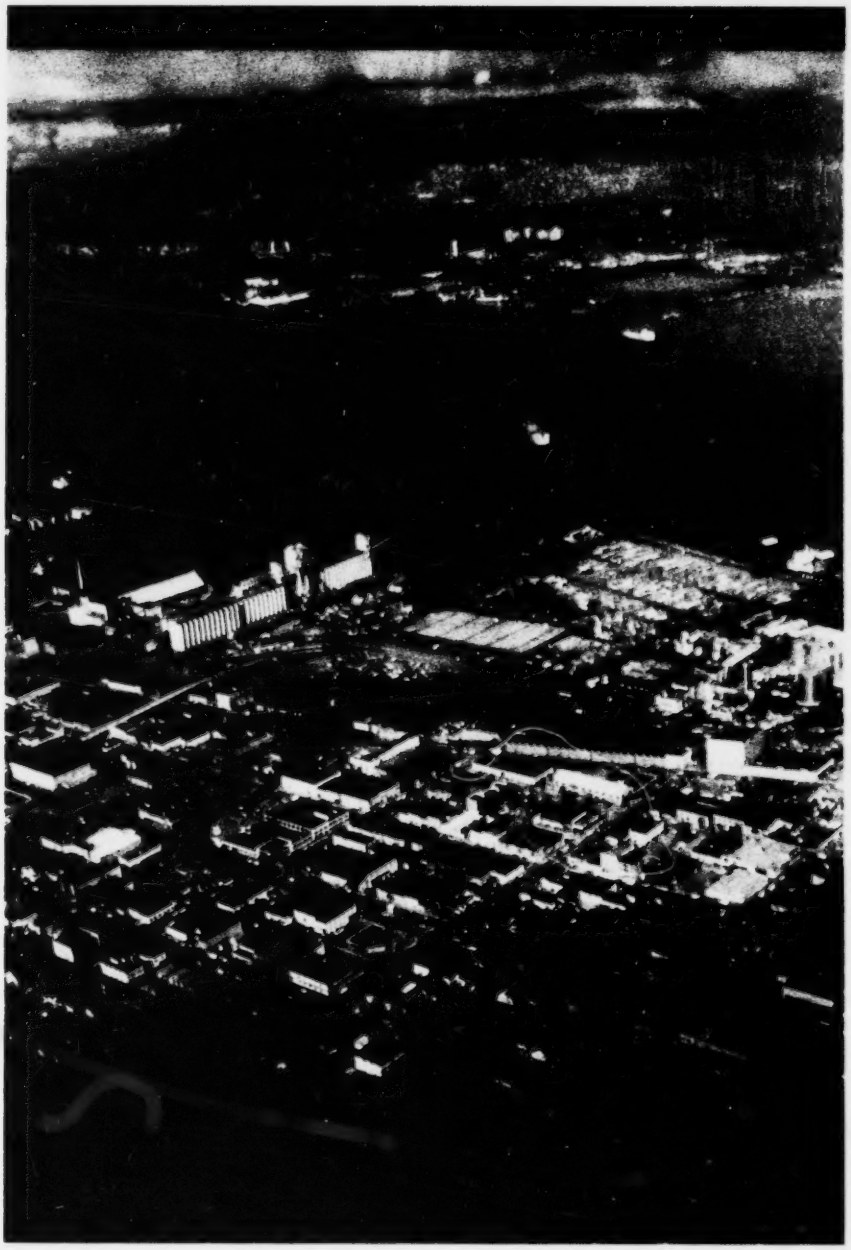
Chartered Accountants

Winnipeg, Manitoba
March 11, 1985

# Ports Canada Five Year Review

(in millions except for vessel arrivals, average number of employees and ratios)

| | **1984** | 1983 | 1982 (restated) | 1981 | 1980 |
|---|---|---|---|---|---|
| Financial Results | | | | | |
| Revenue from operations | **$213.4** | $202.3 | $191.4 | $183.9 | $152.0 |
| Operating expenses | **190.4** | 182.1 | 165.4 | 152.5 | 153.7 |
| Operating income (loss) | **23.0** | 20.2 | 26.0 | 31.4 | (1.7) |
| Investment income | **28.6** | 26.6 | 31.6 | 28.4 | 19.9 |
| Net income | **55.1** | 35.0 | 57.5 | 59.8 | 17.4 |
| Funds provided by operations | **75.9** | 68.0 | 75.7 | 71.5 | 57.3 |
| Financial position at year end | | | | | |
| Working capital | **$189.8** | $160.1 | $145.8 | $107.3 | $161.1 |
| Fixed assets — at cost | **914.0** | 892.9 | 850.6 | 752.4 | 715.3 |
| Total assets | **924.8** | 865.8 | 814.3 | 681.3 | 620.1 |
| Equity of Canada | **274.0** | 218.8 | 183.9 | 106.3 | 46.5 |
| Capital expenditures | **$96.6** | $74.6 | $125.6 | $65.0 | $37.9 |
| Traffic (in metric tonnes) | | | | | |
| Grain | **29.9** | 31.7 | 30.6 | 27.0 | 29.2 |
| Bulk other than grain | **116.3** | 94.7 | 88.9 | 114.2 | 113.7 |
| Container | **8.7** | 7.6 | 6.9 | 7.5 | 7.2 |
| Other general cargo | **9.9** | 9.9 | 10.6 | 11.8 | 12.9 |
| Total | **164.8** | 143.9 | 137.0 | 160.5 | 163.0 |
| Vessel arrivals | **29,253** | 28,438 | 29,549 | 32,725 | 35,969 |
| Employees | | | | | |
| Average number of employees | **1,637** | 1,695 | 1,760 | 1,766 | 1,777 |
| Ratios | | | | | |
| Operating revenue/tonne | **$1.29** | $1.41 | $1.40 | $1.15 | $0.93 |
| Tonnes/employee | **100,672** | 84,897 | 77,841 | 90,883 | 91,728 |



# Message from the Chairman

The Board of Directors of the Vancouver Port Corporation is pleased to report that during 1984 the port achieved another record for total tonnage handled. The port continued to carry out a number of ongoing projects which are expected to consolidate Vancouver's role as a prominent port on the West Coast of North America.

In 1984, total tonnage through the port increased 14.8 per cent from the previous record in 1983. This reflected continuing volume improvement in world markets for several of the major bulk commodities handled by the port, particularly coal and coke.

Construction of a new cruise ship facility, part of the Canada Place hotel, trade and convention centre, continued on schedule during the year. Canada Place is expected to become Vancouver's signature for international tourism. Capable of berthing up to three vessels at once, Canada Place will welcome its first cruiseship from the Inland Passage-Alaska run in April of 1986.

Roberts Bank outer port, a world-scale bulk commodity export facility, made an even larger contribution to tonnage statistics during 1984. The doubling of the coal terminal capacity early in 1984 enabled the shipment of additional coal and coke volumes, accounting for more than 70 per cent of the coal and coke shipped through the port. Two additional sites are available at the expanded Roberts Bank facility, and other users are being sought to utilize the capacity.

Container handling and storage capacity was increased during the year. The popularity of containers continues to grow, and considerable effort is being devoted to expanding Vancouver's share of container traffic in and out of west coast ports.

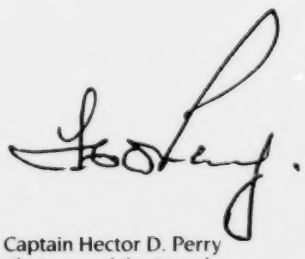
The Board of Directors also began the process of examining the general direction of the port in its role as a facility to enhance Canada's international trade. One of the key considerations in this connection is the role of the private entrepreneur. In the past, the private sector played a large part in the development of ports. The Board believes that entrepreneurial spirit could again play an important role in the port's development. The decentralized authority vested in the Vancouver Port Corporation will help to foster private sector initiative, and ensure a port system that is responsive to local and private sector needs while serving Canada's national port system and international trade objectives.

The Board, in co-operation with Ports Canada, also examined the question of policing services and of the billing process at the Port of Vancouver to identify duplication and to improve the efficiency of the port for all of its users.

In 1985, the Board will review a recommendation by the Minister of Transport that the port and its users consider the creation of an off-port depot to develop improved container forwarding services. The objective would be to speed the flow of containers to and from customers and ships and thereby improve the port's ability to compete for an increased share of container traffic.

In December, the Board was pleased to welcome the appointment of Jane Frost as Director.

On behalf of the Board, I wish to extend to all of the staff of the port, and to the many people directly and indirectly connected with the port, a sincere thanks for their contribution to the accomplishments of the Port of Vancouver in 1984.



Captain Hector D. Perry
Chairman of the Board

# Message from the Port Manager and Chief Executive Officer

The year 1984 produced record results for the Port of Vancouver. Total tonnage handled during the year was 59.3 million tonnes representing a 15% increase over the 51.6 million tonnes handled in 1983. A number of major commodities shipped through the port also established records in the year. Coal and coke with export shipments of 19.5 million tonnes surpassed the previous record set in 1983 of 15.4 million tonnes by a remarkable 26%. This accomplishment was achieved through the increased coal exporting capacity at Roberts Bank, and the aggressive marketing efforts by coal exporters.

The first coal from Westshore's expanded terminal at Roberts Bank was shipped in January 1984, with total shipments from this facility surpassing 16 million tonnes during the year.

Sulphur exports of 5.6 million tonnes exceeded 1983 shipments by 24% and surpassed the previous record of 5.5 million tonnes established in 1981. Potash with 4.1 million export tonnes achieved an increase of 27% over the record set in 1983.

The volume of grain was down slightly in 1984 with shipments totalling 10.9 million tonnes. Forest products handled through the port reflected the slump in the forest industry with a volume of 6.2 million tonnes down 8% from the previous year.

Containerized cargoes through Vancouver in 1984 produced strong gains over 1983. Container tonnage increased 20% while the number of containers expressed in T.E.U.'s exceeded the prior year by 11%.

Cruise vessel activity in the port attained record levels in 1984 with total passengers exceeding 209,000 a 19% increase over a year earlier.

The Corporation continued improvements throughout 1984, including the installation of anti-corrosion systems to various dock facilities and the strengthening of the Heatley Street Overpass.

A second container crane was installed at Centerm to meet our increasing container throughput needs. Construction also commenced on a 145 meter berth extension, which will provide 595 meters of berth face at Centerm. Complementing this berth extension will be additional storage space of some 2.5 hectares.

Vancouver Port Corporation installed two transtainer pads at Vanterm enabling the introduction of transtainer operations in Vancouver. At Lynnterm an additional 5,575 square meters of transit shed was completed in early 1984.

The construction of the new cruise ship facility, an integral component of the Canada Place Pier redevelopment, represents the largest single development currently underway by the Corporation. Planned for opening with the 1986 cruise ship season, the Canada Place Pier will host the Federal Pavilion for Expo '86.

Capital expenditures by the Corporation totalled $20.3 million during the year.

Total Corporate revenues during the year were $99.4 million representing an increase of $8.6 million over the 1983 calendar year. Net income for 1984 exceeded $16.7 million an increase of $1.5 million over the net income for the calendar year 1983.

Trips were taken overseas to promote the port and the services it offers, particularly for container traffic.

A trip to Korea and Japan was made by the Vancouver Port Corporation, the Maritime Employers Association, and the International Longshoremen and Warehousemen's Union in October, 1984. The purpose of the trip was to assure Asian executives that all three levels in the Port of Vancouver are working together to ensure effective service. The joint delegation was well received and provided an opportunity to exchange ideas and information between the Vancouver delegation and members of the Asian shipping community.

Planning for the Vancouver Port Corporation's involvement in Expo '86 and for the seventy-fifth anniversary of the Canadian Navy proceeded during 1984. The port is very much aware of the importance of our role in Expo '86 as an international showcase for our facilities and is developing special programs to capitalize on our opportunity.

In keeping with their desire to be a progressive corporate citizen within the community, our Board of Directors embarked upon a program to enhance mutual understanding with the seven municipalities surrounding the port.

The year has been an exciting one in the port's history with 1985 promising even greater challenges as the efforts commenced during 1984 are built upon.

I would also like to take this opportunity to extend my sincere thanks to all the employees of the Corporation, the companies working within the port and all who have utilized the port for making it such a successful year.

Francis J. MacNaughton

## Auditor's Report

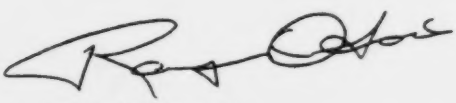
To the Honourable
Donald Mazankowski, P.C., M.P.

Minister of Transport

I have examined the balance sheet of Vancouver Port Corporation as at December 31, 1984 and the statements of income and retained earnings and changes in financial position for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Corporation as at December 31, 1984 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding period.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my examination of the financial statements have, in all significant respects, been in accordance with the Financial Administration Act and regulations, the Canada Ports Corporation Act and by-laws of the Corporation.



Raymond Dubois, C.A.
Deputy Auditor General
for the Auditor General of Canada

Ottawa, Canada
February 1, 1985

## Balance sheet
**as at December 31, 1984**

### ASSETS

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| **Current** | | |
| Cash | **$ 827** | $ 259 |
| Investments (Note 3) | **28,692** | 29,884 |
| Accounts receivable | **9,264** | 9,639 |
| Materials and supplies | **718** | 570 |
| | **39,501** | 40,352 |
| **Long-term** | | |
| Investments (Note 3) | **9,410** | 9,348 |
| Receivables (Note 4) | **4,596** | 4,929 |
| | **14,006** | 14,277 |
| Fixed (Note 5) | **167,446** | 151,708 |
| | **$220,953** | $206,337 |

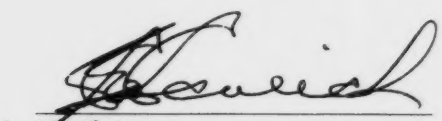
### LIABILITIES

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| **Current** | | |
| Accounts payable and accrued liabilities | **$ 6,186** | $ 6,737 |
| Grants in lieu of municipal taxes | **4,710** | 5,095 |
| Deferred revenues | **2,129** | 3,303 |
| | **13,025** | 15,135 |
| **Long-term** | | |
| Accrued employee benefits | **952** | 839 |
| Loans from Canada (Note 6) | **108,377** | 108,538 |
| | **109,329** | 109,377 |
| | **122,354** | 124,512 |

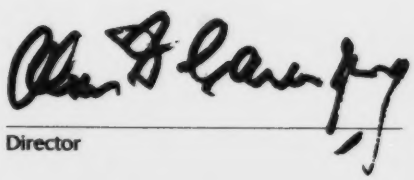
### EQUITY OF CANADA

| | | |
|---|---|---|
| Contributed capital (Note 1) | **7,733** | 7,733 |
| Retained earnings | **90,866** | 74,092 |
| | **98,599** | 81,825 |
| | **$220,953** | $206,337 |

On behalf of the Board:



Vice-Chairman



Director

## Statement of income and retained earnings
**for the year ended December 31, 1984**

| | (in thousands of dollars) 1984 (12 months) | 1983 (6 months) |
|---|---|---|
| Revenue from operations | **$94,746** | $42,484 |
| Operating and administrative expenses | **73,294** | 32,911 |
| Grants in lieu of municipal taxes | **4,391** | 3,202 |
| Depreciation | **4,526** | 1,837 |
| Interest expense | **361** | 187 |
| | **82,572** | 38,137 |
| Income from operations | **12,174** | 4,347 |
| Investment income | **4,600** | 2,309 |
| Net income | **16,774** | 6,656 |
| Retained earnings at beginning of the period | **74,092** | 67,436 |
| Retained earnings at end of the period | **$90,866** | $74,092 |

## Statement of changes in financial position
**for the year ended December 31, 1984**

| | (in thousands of dollars) 1984 (12 months) | 1983 (6 months) |
|---|---|---|
| Funds provided | | |
| Operations | | |
| Net income | **$16,774** | $ 6,656 |
| Items not requiring an outlay of funds | | |
| Depreciation | **4,526** | 1,837 |
| Other | **115** | (45) |
| | **21,415** | 8,448 |
| Reduction of long-term receivables | **333** | 319 |
| Proceeds on sale of fixed assets | **16** | 11 |
| Proceeds on sale of long-term investments | **—** | 2,642 |
| | **21,764** | 11,420 |
| Funds employed | | |
| Additions to fixed assets | **20,344** | 15,132 |
| Reduction of long-term loans from Canada | **161** | 149 |
| | **20,505** | 15,281 |
| Increase (decrease) in working capital | **1,259** | (3,861) |
| Working capital at beginning of the period | **25,217** | 29,078 |
| Working capital at the end of the period | **$26,476** | $25,217 |

## Notes to financial statements
**December 31, 1984**

### 1. INCORPORATION AND OBJECTIVES

The Vancouver Port Corporation (the Corporation) was established effective July 1, 1983 as a local port corporation pursuant to the Canada Ports Corporation Act and is named as a Crown corporation in Schedule C, Part II of the Financial Administration Act. The Corporation is exempt from income taxes.

The objectives of the Corporation are to manage and operate the harbour of Vancouver as an effective instrument in support of the national ports policy as set out in the Canada Ports Corporation Act.

In accordance with the Canada Ports Corporation Act, all rights, obligations and liabilities of the Canada Ports Corporation (C.P.C.), formerly National Harbours Board, relating to the Port of Vancouver were transferred to the Corporation by C.P.C. effective July 1, 1983. The net assets transferred were recorded by the Corporation as contributed capital of $7,733,000 and retained earnings of $67,436,000 at the book values established in the accounts of C.P.C.

### 2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared by management in accordance with generally accepted accounting principles considered to be appropriate in the circumstances and consistently applied. A summary of the significant accounting policies of the Corporation is as follows:

Fixed assets and depreciation

Fixed assets are recorded at cost except for those transferred to the National Harbours Board, now C.P.C., from Canada which are recorded at appraised or fair market values established at the time of that transfer. Depreciation of fixed assets is calculated on the straight-line basis, commencing with the year the asset becomes operational, at rates based on the estimated useful lives of the assets as follows:

| | |
|---|---|
| Dredging | 40 years |
| Berthing structures, buildings, roads and surfaces | 10 to 40 |
| Utilities | 10 to 33 |
| Machinery and equipment | 1 to 20 |
| Office furniture and equipment | 5 |

Pension costs

All permanent employees of the Corporation are covered by the Public Service Superannuation Plan administered by the Government of Canada. Contributions to the Plan are required from both the employee and the Corporation. These contributions represent the total liability of the Corporation and are recognized in the accounts on a current basis.

Insurance

The Corporation assumes substantially all risks against fire and property damage, as well as for worker's compensation claims. Any costs arising from these risks are recorded in the accounts in the period incurred.

Grants in lieu of municipal taxes

Grants in lieu of municipal taxes are based on estimated municipal assessments adjusted in accordance with the Municipal Grants Act. After the amounts have been audited by the Municipal Grants Division of Public Works Canada, any adjustments upon finalization are reflected in the accounts in the period of settlement.

Employee benefits

The Corporation accrues in its accounts the estimated liabilities for severance pay and annual leave. These benefits are provided for under collective agreements and corporate policy.

### 3. INVESTMENTS

Funds are invested in Government of Canada treasury bills (current) and bonds (long-term) which are shown at amortized cost, with premiums or discounts amortized over the periods to maturity. At December 31, 1984, the market value of treasury bills approximated carrying value and the market value of bonds was $9,085,000.

### 4. LONG-TERM RECEIVABLES

Long-term receivables originally resulting from sales of fixed assets by C.P.C. become due over periods from 10 to 12 years at interest rates varying from 5.75% to 6.625%.

### 5. FIXED ASSETS

| | 1984 | | | 1983 |
|---|---|---|---|---|
| | Cost | Accumulated depreciation | Net | Net |
| | (in thousands of dollars) | | | |
| Land | $ 79,083 | $ — | $ 79,083 | $ 79,079 |
| Dredging | 247 | 147 | 100 | 106 |
| Berthing structures | 41,536 | 19,723 | 21,813 | 21,792 |
| Buildings | 19,330 | 7,202 | 12,128 | 12,530 |
| Utilities | 9,767 | 3,829 | 5,938 | 5,650 |
| Roads and surfaces | 24,384 | 10,586 | 13,798 | 12,408 |
| Machinery and equipment | 21,666 | 6,089 | 15,577 | 4,790 |
| Office furniture and equipment | 576 | 470 | 106 | 85 |
| Projects under construction | 18,903 | — | 18,903 | 15,268 |
| | $215,492 | $48,046 | $167,446 | $151,708 |

## 6. LOANS FROM CANADA

| | 1984 | 1983 |
|---|---|---|
| | (in thousands of dollars) | |
| Interest bearing loan at 7.5% repayable in blended annual instalments until December 31, 2000 | $ 4,667 | $ 4,816 |
| Less: current portion | 161 | 149 |
| | 4,506 | 4,667 |
| Non-interest bearing loans with indefinite due date | 76,494 | 76,494 |
| Accrued interest on loans not due and payable | 27,377 | 27,377 |
| | $108,377 | $108,538 |

The non-interest bearing loan and accrued interest not due and payable were transferred to the Corporation by C.P.C. effective July 1, 1983. This loan replaced an interest bearing loan of the same amount on which interest of $27,377,000 had accrued to December 31, 1980.

Principal repayment requirements over the next five years amount to $161,000 in 1985, $173,000 in 1986, $185,000 in 1987, $199,000 in 1988 and $214,000 in 1989.

## 7. COMMITMENTS AND CONTINGENCIES

At December 31, 1984 the estimated cost of completing all approved capital projects was $32 million of which the Corporation had contractual obligations at that date for $11.8 million. The latter amount includes $8.0 million which represents the balance due to Canada Harbour Place Corporation for the construction of a cruise ship facility at Canada Place in Vancouver, B.C. The Corporation paid $14.8 million of the $22.8 million contract cost in 1984.

Claims aggregating approximately $2 million in respect of lawsuits, guarantees, employee agreements, damage allegedly suffered on the Corporation's property and sundry other matters in dispute have been made against the Corporation. In the opinion of management, the final outcome of such claims will not result in any material loss.

The Corporation has long-term lease obligations for office accommodation aggregating $1,717,000 for the period from January 1, 1985 to October 31, 1988 at a base annual rent of $448,000. The obligations also call for payment of a pro-rata share of operating costs estimated at $65,000 for 1985.

## 8. RELATED PARTY TRANSACTIONS

The Corporation is related in terms of common ownership to all Government of Canada created departments, agencies and Crown corporations.

In addition to the loans from Canada disclosed in Note 6 and the payments to Canada Harbour Place Corporation referred to in Note 7 the Corporation paid $1.7 million to Canada Ports Corporation as its share of that Corporation's head office expense.

# Vancouver Port Corporation

## Board of Directors:

**Captain Hector D. Perry**
Chairman
Vancouver Port Corporation
Ganges Island, B.C.

**Cecil S. Cosulich**
Vice-Chairman
President of RivTow Straits Ltd.
Vancouver, B.C.

**Alan F. Campney***
Barrister and Solicitor
Vancouver, B.C.

**Norman G. Cunningham***
President
British Columbia Maritime Employer s Association
Vancouver, B.C.

**Jane E. Frost***
Vancouver, B.C.

**Donald P. Garcia**
Vancouver, B.C.

**Robert H. Lee**
President
Prospero International Realty Inc.
Vancouver, B.C.

*Member, Audit Committee

## Officers of the Corporation:

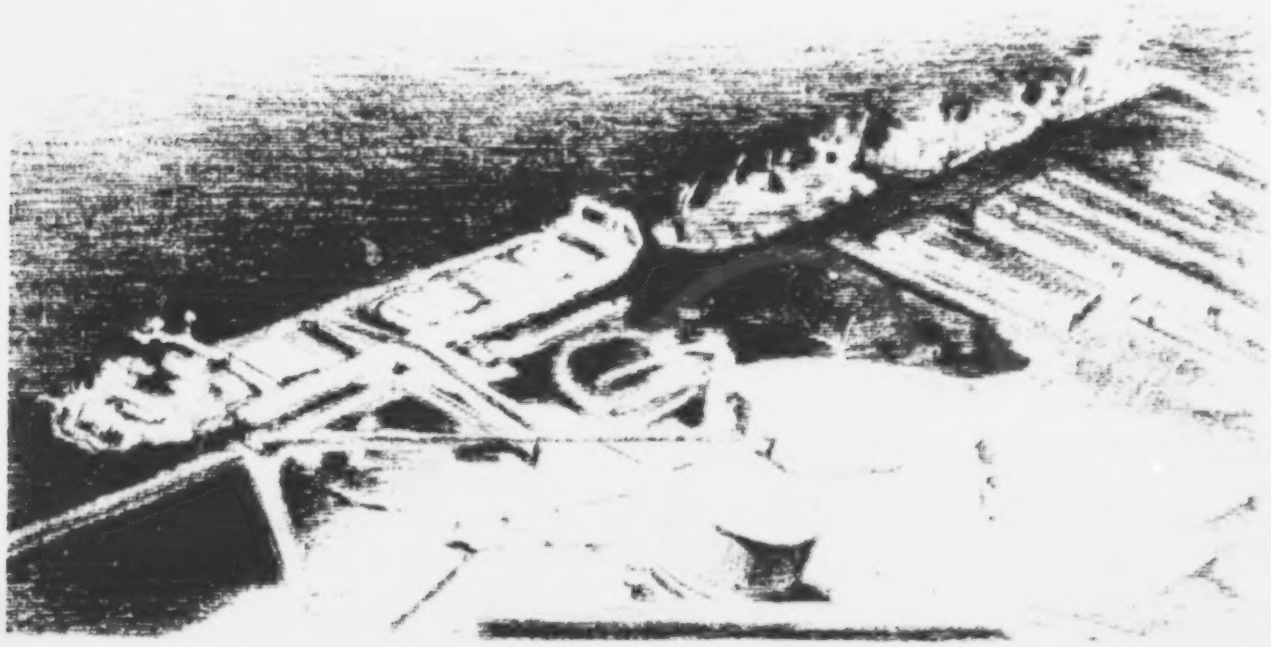
**Captain Hector D. Perry**
Chairman

**Francis J. MacNaughton**
Port Manager and
Chief Executive Officer

**Sharon L. Matthews**
General Counsel and
Corporate Secretary

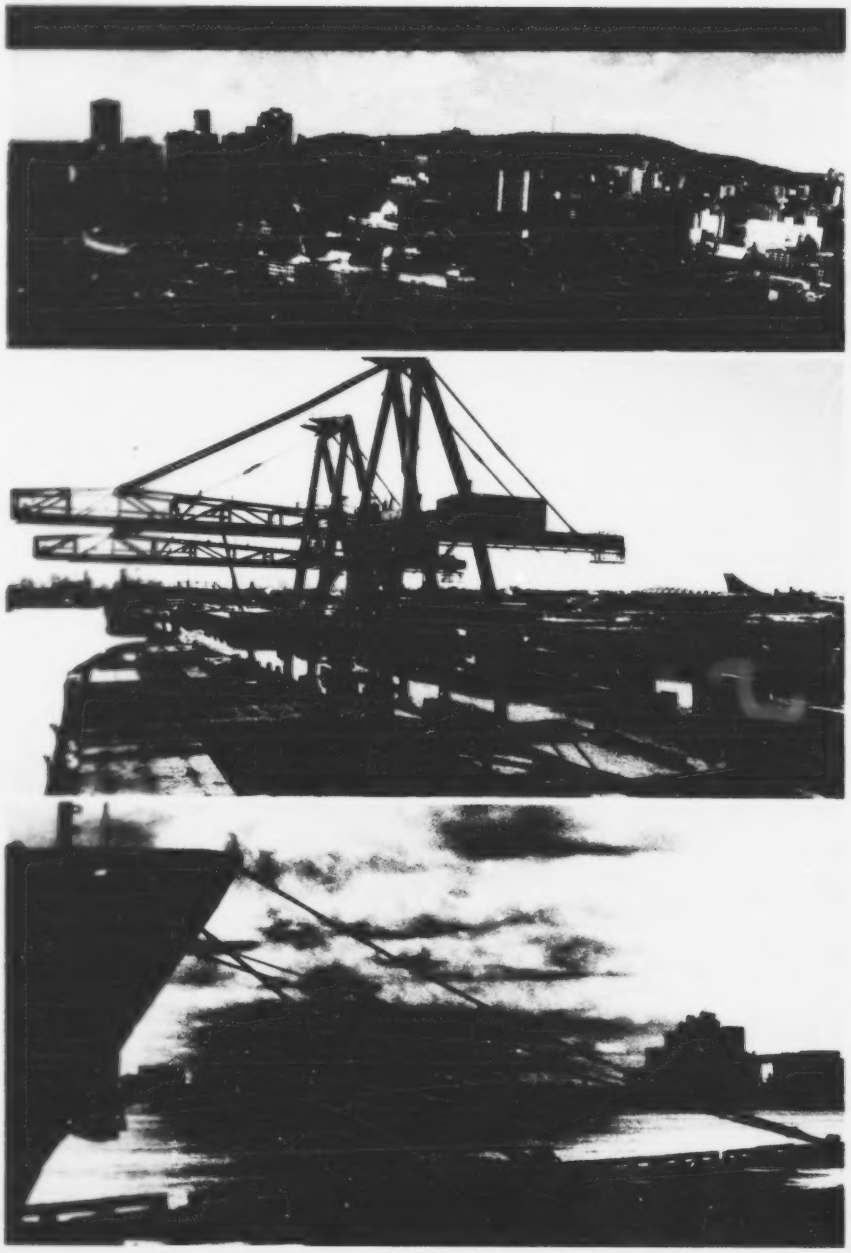
**Donald G. Buggie**
Vice President
Finance and
Administration

**Andrew A. Shaw**
Vice President
Operations



Montreal Port Corporation

Annual Report 1984



# Message from the Chairman

This year marked the completion of the Port of Montreal s first full year of operations under its status as a local port corporation effective July 1 1983 and a number of events during 1984 allow us to point with pride to the port s successful operations.

Continuing the upswing from 1983 total traffic this year approached 24 million tonnes. It was our second consecutive record year in containerized cargo. In addition the combined tonnages of breakbulk and containerized cargo brought general cargo traffic to a new peak results in other categories of cargo with the exception of grain were satisfactory.

Joint efforts with our colleagues in the Montreal Port community continued to promote the Port of Montreal s numerous advantages. The year also saw the inauguration of four new regular shipping services linking Montreal to various ports in Europe and West Africa. Moreover another line long-established in Montreal expanded its services considerably. Montreal enjoys strong appeal especially on the North Atlantic route. We enjoy an enviable share of the market and will continue our aggressive competitive efforts. To support the shipping lines in their efforts to further stimulate traffic at the Port of Montreal the Board of Directors upon recommendation from the Port Manager and Chief Executive Officer decided to freeze tariffs rents and other port charges for 1985. The financial position of the Montreal Port Corporation allows such a measure without jeopardizing our projects for port facility expansion and improvement.

The Corporation s sound financial record evident from the financial statements in this report include an extraordinary item of a $6.2 million net gain from land transfers. Following a Cabinet decision in December 1977 the Port of Montreal engaged in a number of real estate transactions with Public Works Canada within the framework of the mandate given to the Vieux Port of Montreal. Although the final transfers were effected in October 1983 the agreement and ensuing financial transactions were completed in 1984 hence the net gain from these transfers is included in this year s financial statements. The lands transferred by the port totalled 79.5 hectares located mainly in the historical area of the Port and at Cité du Havre.

By mid-1985 the port will have achieved another important stage in the development of its master plan for the layout and expansion of port facilities over the next 30 years. The Board of Directors will then have the results of a study on the possibilities of expanding on the Island of Montreal.

This report follows an earlier study of traffic forecasts capacity requirements and plans for expansion downstream from the Island of Montreal. In the short and middle-term the Port of Montreal s five-year plan calls for some $200 million to be invested in improving facilities and services.

The Board of Directors is committed to ensuring the Port of Montreal s success particularly in view of the port s contribution to the well-being of the citizens of greater Montreal the Province and Canada as a whole. The Port of Montreal s achievements are a source of satisfaction pride and motivation for a highly-committed and highly-competent management and staff whose valuable contributions are sincerely appreciated.

Roméo Boyer
Chairman of the Board

# Message from the Port Manager and Chief Executive Officer

The Port of Montreal's overall achievements in 1984 surpassed those of the preceding year, particularly as the expanding North American economy stimulated traffic in many cargo categories.

The Montreal Port Corporation's financial statements attest to its financial well being. Revenue from operations in 1984 were $57.3 million, an increase of $1.6 million over 1983. Operating expenses totalled $46.9 million in 1984, compared to $45.8 million the previous year; net income from operations was $10.4 million, up from $9.9 million in 1983. Investment income grew from $8.7 million in 1983 to $10.2 million in 1984. Net income, which was $18.6 million in 1983, rose to $20.6 million in 1984, to which was added an extraordinary net gain of $6.2 million from land transfers.

Capital expenditures totalled $23.7 million in 1984, with major efforts focused on the expansion of the Cast and Racine container terminals, improvements to other cargo handling facilities, the upgrading of Grain Elevator No. 4, the purchase of four locomotives and improvement to our railway system, and also the acquisition of real property.

The port's total traffic in 1984 rose 4.7% over 1983 to 23.8 million tonnes, despite a reduced harvest on the prairies and a consequent drop in overall grain shipments. General cargo set an all-time record of 5.2 million tonnes, a rise of 11.1% over the previous year. The strength of the American and Canadian dollar distinctly favoured the growth of general cargo imports to North America. After a consecutive three-year reduction, breakbulk cargo increased to 1.1 million tonnes in 1984, a growth of 13.1% over 1983.

This year marked the Port of Montreal's second consecutive record year in containerized traffic, exceeding for the first time four million tonnes and 400,000 20-foot equivalent units (TEU). Increasing 10.6% in 1984, containerized traffic totalled 4.1 million tonnes or 428,747 units (TEU).

Traffic in petroleum products reached a ten-year high of 7.9 million tonnes in 1984, up from the preceding year's 7.8 million tonnes. Although inbound refined petroleum products grew in 1984, outbound domestic crude oil contributed most to total traffic growth in these commodities over the past two years, due to a federal program launched in 1982 to encourage eastern refiners to use more crude oil from western Canada.

The Port of Montreal held its market share in grain shipments, despite this year's disappointing prairie harvest and a resulting drop of 10.8% to 5.8 million tonnes in 1984. Traffic in other dry and liquid bulk cargo commodities rose to 4.9 million tonnes in 1984, an increase of 29.5% over 1983. Increases in solid bulk shipments accounted for this overall gain, rising in volume by 34% during 1984. The sharp recovery in this sector is directly linked to the steel, construction, and agricultural and food industries.

Finally, the Port of Montreal greeted 24,309 passengers in 1984, compared to 21,631 the previous year.

**Five-Year Capital Expenditure Program**
The Port of Montreal's five-year capital expenditure program calls for a $200 million expenditure on various projects to expand, renovate and upgrade its facilities. The most important of these will relate to our container terminals and other cargo handling facilities, grain elevators and railway system.

**Prospects**
The Port of Montreal expects 1985 to be its third consecutive record year in containerized traffic. Breakbulk cargo, after recovering in 1984, should remain the same, although grain shipments in 1985 will continue to be affected by the previous crop year.

Traffic in petroleum products will probably decrease unless the program aimed at encouraging eastern refiners to use crude oil from western Canada is renewed at the end of June, 1985. Finally, we expect little change in traffic in other liquid and dry bulk, though there may be a moderate increase in the latter.

We fully expect to hold, and perhaps even increase, our already enviable share of the markets served by the North Atlantic route. The advantages of the port's location and its excellent facilities ensure efficient economical service, especially between markets in northern Europe and the Mediterranean and central and western Canada, as well as the American Northeast and Midwest.

**Industrial Stability**
The three-year collective agreement reached last July between local 375 of the International Longshoremen's Association and the Maritime Employers Association provides another reason for confidence in the future. The agreement, signed after intensive labour management negociations, strengthens the industrial stability at the port and undoubtedly plays a major role in our success.

Finally, it is important to highlight the talented men and women on whom the Port of Montreal relies to ensure its vitality. Once again, we take this opportunity to express our sincere gratitude to all our employees, as well as to our colleagues in the shipping industry, for their invaluable contribution to the Port of Montreal's success.

Dominic J. Taddeo

## Auditors' Report

To the Honourable
Donald Mazankowski, P.C., M.P.

Minister of Transport

We have examined the statements of income, deficit and changes in financial position of the Montreal Port Corporation for the fiscal year ended December 31, 1984 and its balance sheet at that date. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the results of operations and the changes in the financial position of the Corporation for the year ended December 31, 1984 and its financial position at that date in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

We further report that, in our opinion, the transactions of the Corporation that have come under our notice in the course of our examination of the financial statements were, in all material respects, in accordance with Part XII of the Financial Administration Act and regulations thereto, the charter and by-laws of the Corporation and any directive given to the Corporation.

Samson Bélair

Chartered Accountants

Montreal,
February 12, 1985

## Balance sheet
**as at December 31**

### ASSETS

| | (thousands of dollars) 1984 | 1983 |
|---|---|---|
| **Current** | | |
| Cash | $ 644 | $ 820 |
| Investments (note 3) | 67,116 | 52,115 |
| Accounts receivable | 9,469 | 9,699 |
| Materials and supplies | 733 | 797 |
| | 77,962 | 63,431 |
| **Long-term** | | |
| Investments (note 3) | 38,984 | 39,259 |
| Amounts receivable | 578 | 1,023 |
| | 39,562 | 40,282 |
| Fixed (note 4) | 119,626 | 109,904 |
| | $237,150 | $213,617 |

### LIABILITIES

| | (thousands of dollars) 1984 | 1983 |
|---|---|---|
| **Current** | | |
| Accounts payable and accrued liabilities (note 5) | $ 9,277 | $ 11,133 |
| Grants in lieu of municipal taxes | 5,496 | 6,540 |
| | 14,773 | 17,673 |
| **Long-term** | | |
| Accrued employee benefits | 5,277 | 5,331 |
| Loans from Canada (note 6) | 239,208 | 239,527 |
| | 244,485 | 244,858 |

### EQUITY OF CANADA

| | | |
|---|---|---|
| Contributed capital | 19,243 | 19,243 |
| Deficit | (41,351) | (68,157) |
| | (22,108) | (48,914) |
| | $237,150 | $213,617 |

On behalf of the Board:

Roméo Boyer — Chairman

Dominic J. Dolleo — General Manager and Chief Executive Officer

## Statement of income
**for the year ended December 31**

| | (thousands of dollars) 1984 (12 months) | 1983 (6 months) |
|---|---|---|
| Revenue from operations | **$57,325** | $30,714 |
| Operating and administrative expenses | **35,829** | 18,074 |
| Depreciation | **6,298** | 2,586 |
| Grants in lieu of municipal taxes | **4,287** | 2,158 |
| Interest expense on loans from Canada | **542** | 282 |
| | **46,956** | 23,100 |
| Net income from operations | **10,369** | 7,614 |
| Investment income | **10,232** | 4,545 |
| Net income before extraordinary item | **20,601** | 12,159 |
| Extraordinary item | | |
| Net gain on disposal and devaluation of fixed assets (note 10) | **6,205** | |
| Net income for the year | **$26,806** | $12,159 |

## Statement of deficit
**for the year ended December 31**

| | (thousands of dollars) 1984 (12 months) | 1983 (6 months) |
|---|---|---|
| Balance at beginning | **$68,157** | |
| Deficit transferred from Canada Ports Corporation (note 1) | | $80,316 |
| Net income for the year | **26,806** | 12,159 |
| Balance at the end | **$41,351** | $68,157 |

## Statement of changes in financial position
**for the year ended December 31**

| | (thousands of dollars) 1984 (12 months) | 1983 (6 months) |
|---|---|---|
| Funds provided | | |
| Operations | | |
| Net income before extraordinary item | **$20,601** | $12,159 |
| Items not requiring an outlay of funds | | |
| Depreciation | **6,298** | 2,586 |
| Loss on disposal of fixed assets | **647** | |
| Other | **275** | 63 |
| | **27,821** | 14,808 |
| Proceeds on sale of fixed assets | **13,244** | |
| Proceeds on sale of long-term investment | | 6,814 |
| Other | **390** | 68 |
| | **41,455** | 21,690 |
| Funds employed | | |
| Additions to investments | | 7,661 |
| Additions to fixed assets | **23,705** | 4,864 |
| Loans from Canada currently payable | **319** | 301 |
| | **24,024** | 12,826 |
| Increase in working capital | **17,431** | 8,864 |
| Working capital at the beginning of the year | **45,758** | |
| Working capital transferred from Canada Ports Corporation (note 1) | | 36,894 |
| Working capital at the end of the year | **$63,189** | $45,758 |

## Notes to financial statements
**for the year ended December 31, 1984**

### 1. STATUS

The Port of Montreal was previously under the jurisdiction of the Canada Ports Corporation, formerly the National Harbours Board; as at July 1, 1983, the Montreal Port Corporation was incorporated by letters patent in accordance with paragraph 6.2(1) of the Canada Ports Corporation Act.

Following section 6.5 of the Canada Ports Corporation Act, on the establishment of a local port corporation, all rights, obligations and liabilities of the Canada Ports Corporation in relation to that harbour shall become rights, obligations and liabilities of the local port corporation, as it is for the Montreal Port Corporation.

Total transfer of assets less assumed liabilities resulted as of July 1, 1983 in an excess of liabilities over assets represented by contributed capital of $19,243,000 and a deficit in the amount of $80,315,689. The working capital at July 1, 1983 amounted to $36,894,158.

Fixed assets were recorded at their original cost with related accumulated depreciation and the investments are recorded at their original cost plus amortized discount or less amortized premiums.

### 2. SIGNIFICANT ACCOUNTING POLICIES

a) Fixed assets and accumulated depreciation

The fixed assets are recorded at original cost with related accumulated depreciation transferred from Canada Ports Corporation; subsequent acquisitions are recorded at cost.

Depreciation is calculated on the straight-line method for the full year, commencing with the year the asset becomes operational, using rates based on the estimated useful lives of the assets.

b) Pension costs

All permanent employees of the Montreal Port Corporation are covered by the Public Service Superannuation Plan administered by the Government of Canada. Contributions to the plan are required from both the employees and the Montreal Port Corporation. These contributions represent the total liability of Montreal Port Corporation and are recognized in the accounts on a current basis.

c) Grants in lieu of municipal taxes

Grants in lieu of municipal taxes are based on estimated municipal assessments adjusted in accordance with the Municipal Grants Act. Grants are paid after the amounts have been audited by the Municipal Grants Division of Public Works Canada. Any adjustments upon finalization are reflected in the accounts in the year of settlement.

d) Employee benefits

The Montreal Port Corporation accrues in its accounts annually the estimated liabilities for severance pay, annual leave, sick leave and overtime compensatory leave, which are payable to its employees in subsequent years under its collective agreements, or in accordance with Montreal Port Corporation policy.

### 3. INVESTMENTS

Funds are invested in Government of Canada direct and guaranteed securities which are shown at amortized cost, with premiums or discounts amortized over the periods to maturity. The market value of the short-term investments represents its amortized cost, as that of the long-term investments is $37,694,896 ($37,890,394 in 1983).

### 4. FIXED ASSETS

(in thousands of dollars)

| | Depreciation rates | Cost | Accumulated depreciation | Net value 1984 | Net value 1983 |
|---|---|---|---|---|---|
| Land (note 10) | | $ 17,967 | $ | **$ 17,967** | $ 20,017 |
| Dredging | 2.5% | 15,325 | 11,273 | **4,052** | 4,163 |
| Berthing structures | 2.5% | 58,474 | 35,002 | **23,472** | 22,779 |
| Buildings | 2.5% | 59,949 | 26,273 | **33,676** | 32,815 |
| Utilities | 5% | 11,985 | 5,519 | **6,466** | 5,732 |
| Roads and surfaces | 2.5%-10% | 21,796 | 7,517 | **14,279** | 8,284 |
| Machinery and equipment | 5%-20% | 41,356 | 24,783 | **16,573** | 9,068 |
| Office furniture and equipment | 20% | 764 | 544 | **220** | 209 |
| | | 227,616 | 110,911 | **116,705** | 103,067 |
| Projects under construction | | 2,921 | | **2,921** | 6,837 |
| | | $230,537 | $110,911 | **$119,626** | $109,904 |

### 5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are amounts for deferred revenues for $272,380 ($272,330 in 1983) and for the current portion of long-term liabilities for $319,403 ($583,545 in 1983).

## 6. LOANS FROM CANADA

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Loans bearing interest at 6.25% with blended annual principal and interest repayment requirements of $842,561 and maturing in 2000 | $ 8,370 | $ 8 954 |
| Less: Current portion | 319 | 584 |
| | 8,051 | 8 370 |
| Non-interest bearing loans with indefinite due date | 132,995 | 132 995 |
| Accrued interest on loans not due nor payable | 98,162 | 98 162 |
| | $239,208 | $239 527 |

Principal repayment requirements over the next five years amount to:

| 1985 | 1986 | 1987 | 1988 | 1989 |
|---|---|---|---|---|
| $319,403 | $339,365 | $360,576 | $383,112 | $407,056 |

## 7. CONTINGENCIES

Claims aggregating approximately $5,800,000 in respect of lawsuits, guarantees, employee agreements, damage allegedly suffered on the Montreal Port Corporation property and sundry other matters in dispute have been made against the Montreal Port Corporation but are not reflected in the accounts. In the opinion of the Corporation, its position is defensible and the final outcome of such claims should not result in any material financial liability.

## 8. CAPITAL EXPENDITURE COMMITMENTS

Contractual obligations for the completion, construction and purchase of fixed assets are estimated at $6,300,000.

## 9. RELATED PARTY TRANSACTIONS

In the ordinary course of business, the Corporation enters into transactions with related parties, including the Government of Canada, its agencies and other Crown corporations.

The Corporation derives revenues from related parties principally of grain warehousing and switching charges. The expenses paid to related parties are principally administration fees.

Additionally in 1984, the Corporation in the course of the Vieux-Port de Montréal project, entered into other transactions referred to in note 10.

## 10. EXTRAORDINARY ITEM

a) In 1981 as well as in 1983, the National Harbours Board through the Port of Montreal effected a land transfer to Public Works Canada.

The Treasury Board gave its approval to this transfer as at November 27, 1984 and the Montreal Port Corporation recorded it in its 1984 accounts as follows:

| | (in thousands of dollars) | |
|---|---|---|
| Fixed assets transfer: | | |
| Net book value | | $ 2,827 |
| Consideration received: | | |
| Cash received in 1984 | $ 8,800 | |
| Cash received in 1983 | 1,200 | |
| Land | 2,000 | |
| Balance due to Public Works Canada since 1979 | 1,204 | |
| | | 13,204 |
| Gain on disposal of fixed assets | | 10,377 |

b) The cost of a piece of land, subject to a transaction in 1985 has been decreased by an amount of $4,172,000 following an appraisal by J.A. Marois (1980) Inc. on January 31, 1984

| | |
|---|---|
| Loss on devaluation of fixed assets | 4,172 |
| Net gain on disposal and devaluation of fixed assets | $6,205 |

# Montreal Port Corporation

## Board of Directors:

**Roméo Boyer***
Chairman
President of Québec Crane Ltd.
Saint-Lambert (Québec)

**Ian C. Campbell***
Vice-Chairman
Retired business executive
Saint-Lambert (Québec)

**Léo Beaulieu***/**
Business Administrator
Ville de Laval (Québec)

**Roger Bishop**
Member, local 375
International Longshoremen's Association
Brossard (Québec)

**Yvon Lamarre****
Chairman of the Executive Committee
City of Montréal
Montréal (Québec)

**Arnold E. Masters**
President of The Maritime Employers Association
Montréal (Québec)

**Thomas A. Monti****
Consultant, ResCan
Montréal (Québec)

* Members of the Executive Committee
** Members of the Audit Committee

## Officers of the Corporation:

**Roméo Boyer**
Chairman

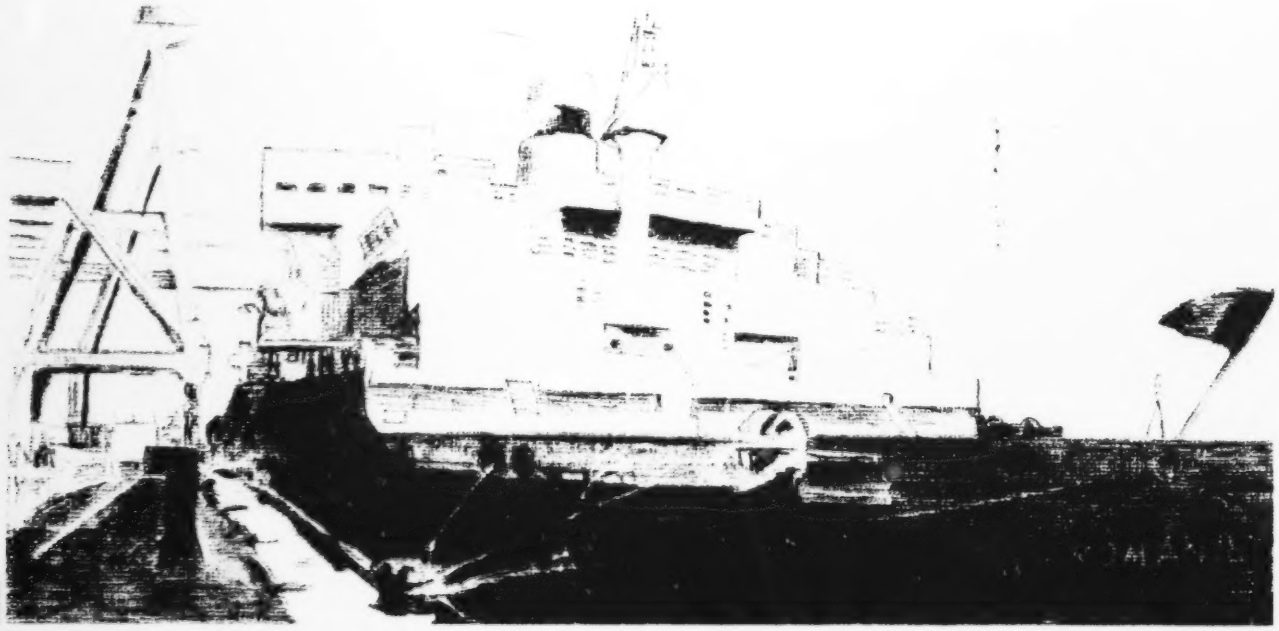
**Dominic J. Taddeo**
Port Manager and Chief Executive Officer

**Dea Hassib**
Director, Operations

**Marius Landry**
Director, Finance and Administration

**Pierre Legault**
Director, Human Resources

**Yvan Simard**
Director, Planning and Development



# Message from the Chairman

The Board of Directors is pleased to present the first Annual Report of the Halifax Port Corporation, formed June 1, 1984, in accordance with the *Canada Ports Corporation Act*. The increased autonomy brought about by the formation of a local port corporation at the Port of Halifax has enhanced decision-making at the local level and has streamlined the administrative process.

Following the retirement of the General Manager in June, 1984, the Board approved the appointment of and welcomed David F. Bellefontaine to the position of Port Manager and Chief Executive Officer of the Halifax Port Corporation, effective December 1, 1984.

In June, 1984, a memorable event took place in Halifax Harbour, a sight reminiscent of the exciting days of the last century. The Tall Ships' visit to Halifax was a historic and splendid event. A total of sixty ships tied up at the Halifax wharves which permitted in excess of three hundred thousand spectators to enjoy the magic of a bygone era. The visit of the Tall Ships has certainly promoted the Port of Halifax to the entire world.

We are very pleased with 1984 operating results: total traffic reached a record level, and the financial picture reflected a very favourable position. Containerized cargo increased considerably over 1983, resulting in a gain in market share.

Major capital programs included completion of the grain elevator rationalization and the commencement of a berth expansion project at the Fairview Cove Container Terminal. When completed, it will provide a total berthage length of over 650 metres at Fairview Cove to meet market demands for increased berthing facilities in Halifax.

An increased awareness of future needs is necessary for the port to take effective advantage of opportunities and to develop port facilities accordingly. The proposed redevelopment of the City's south-end emphasizes facilities planning in the port. As well, continued sound relationships with customers and labour remains one of the key objectives of the Corporation.

The Board expresses its sincere gratitude to the dedicated and hard-working employees of the Corporation who have assisted the port in achieving positive results in 1984, and who will ensure that the port remains efficient and competitive in 1985.

The Board wishes to thank Mr. Raymond W. Ferguson, the First Chairman of the Halifax Port Corporation, for his valuable contributions to the port during his term.

R. V. Beck

R. V. Beck
Chairman of the Board

# Message from the Port Manager and Chief Executive Officer

Stronger economic climate and the natural and physical advantages of the Port of Halifax combined resulted in a resurgence in business activity in 1984. The following highlights reflect the results of operations of the Halifax Port Corporation for the seven months ending December 31, 1984.

**Highlights of the First Fiscal Period**
Revenue from operations totalled $7.0 million, while expenses from operations were $6.6 million. Net income from operations was $0.4 million; net interest income was $0.7 million; total net income amounted to $1.1 million. Capital expenditures for the same period amounted to $4.8 million.

**1984 in Review**
On a calendar-year basis, revenue from operations was $14 million, compared to $13.3 million in 1983. Expenses from operations totalled $11.8 million, a decrease from $13.0 million in 1983.

Net income from operations was $2.3 million, an increase of $2.0 million from $0.3 million in 1983. Net interest income for the year was $1.0 million, compared to $0.8 million in 1983. Net income was $3.3 million, an increase of $2.2 million from the preceding year. Capital expenditures for 1984 amounted to $6.9 million.

Total port traffic rose 1.8 million tonnes over 1983 to 14.3 million tonnes in 1984, an increase of 14.4%.

Container cargo grew by 37% to 2.0 million tonnes in 1984. The number of 20-foot equivalent units (TEU) rose from 182,396 to 250,370. Not since 1979, when a record 2.1 million tonnes was handled, has the port attained a higher level of container activity.

The port reached a record 25.1 million gross registered tonnage (G.R.T.) of vessels calling at Halifax, compared to 22.2 million in 1983. Average vessel size increased by 7%, to 9,844 G.R.T. in 1984, reflecting a trend toward larger ocean-going vessels.

Receipts of crude and refined oils increased to 5.6 million tonnes over the 4.9 million tonnes in 1983; similarly, outward shipments of refined oils totalled 2.7 million tonnes in 1984, an increase of 24.8% over 1983 volume, all reflecting the upturn in economic activity in 1984.

**Capital Expenditures**
Capital expenditures totalled $6.9 million. $3.1 million was invested in grain elevator dust control and operating equipment; $3.1 million was spent on the berth expansion project at the Fairview Cove Container Terminal; the remaining $0.7 million went toward recurring equipment and facility replacement projects.

Over the next five years, the port expects to invest $24.5 million in improving its facilities. Major projects include berth expansion at Fairview Cove Container Terminal, and area 29-Pier B Redevelopment. Both projects will considerably improve the port's capability in handling container and other general cargo.

**Parade of Sail**
The Port of Halifax marked an historic event in 1984 as part of the 450th Anniversary of the Voyage of Jacques Cartier. Sixty sailing vessels called at Halifax between June 8th and June 13th, permitting thousands of spectators to enjoy the magical sailing days of earlier centuries. The Port of Halifax was deeply honoured to host this memorable portion of the visit of the Tall Ships to Canada.

I join the Chairman in his expression of sincere gratitude to the staff of the Halifax Port Corporation for their dedicated service, and to the Waterfront Union Workers and our colleagues in the Maritime Industry. Their efforts ensure that the Port of Halifax remains one of Canada's vital links in the transportation of goods to the world.

D. F. Bellefontaine

## Auditors' Report

To the Honourable
Donald Mazankowski, P.C., M.P.

Minister of Transport

We have examined the balance sheet of the Halifax Port Corporation as at December 31, 1984, and the statements of income and deficit and changes in financial position for the seven month period then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Corporation as at December 31, 1984, and the results of its operations and the changes in its financial position for the seven month period then ended in accordance with generally accepted accounting principles.

Further, in our opinion, the transactions of the corporation that have come to our notice during our examination of the financial statements have, in all significant respects, been in accordance with the Financial Administration Act and Regulations, the Canada Ports Corporation Act and the by-laws of the corporation.

Doane Raymond

Chartered Accountants

Halifax, Nova Scotia
January 31, 1985

## Balance Sheet
**as at December 31, 1984**

| | |
|---|---|
| **ASSETS** | |
| Current | |
| Cash | $ 238,978 |
| Investments (Note 3) | 11,683,144 |
| Accounts receivable | 2,315,218 |
| Due from Canada | 238,502 |
| Materials and supplies | 85,416 |
| | 14,561,258 |
| Investments (Note 3) | 32,985 |
| Amounts receivable | 268,499 |
| Fixed (Note 4) | 43,397,035 |
| | $58,259,777 |
| **LIABILITIES** | |
| Current | |
| Accounts payable and accrued liabilities | $ 4,129,316 |
| Grants in lieu of municipal taxes | 184,634 |
| Deferred revenues | 541,879 |
| | 4,855,829 |
| Accrued employee benefits | 693,154 |
| Loans from Canada (Note 5) | 30,556,933 |
| | 36,105,916 |
| **EQUITY** | |
| Contributed capital | 72,136,346 |
| Deficit | (49,982,485) |
| | 22,153,861 |
| | $58,259,777 |
| Commitments (Note 6) | |

On behalf of the Board:

R. V. Beck

Chairman of the Board

D. Bellefontaine

General Manager
and Chief Executive Officer

## Statement of income and deficit
**seven months ended December 31, 1984**

| | |
|---|---|
| Revenue from operations | $ 6,959,101 |
| Operating and administrative expenses | 5,129,113 |
| Depreciation | 906,107 |
| Grants in lieu of municipal taxes | 524,400 |
| | 6,559,620 |
| Income from operations | 399,481 |
| Other income | 718,247 |
| Net income | 1,117,728 |
| Deficit assumed | (51,100,213) |
| Deficit, end of period | $(49,982,485) |

## Statement of changes in financial position
**seven months ended December 31, 1984**

| | |
|---|---|
| Working capital derived from | |
| Operations | |
| Net income | $ 1,117,728 |
| Depreciation | 906,107 |
| Loss on disposal of fixed assets | 15,619 |
| | 2,039,454 |
| Capital grants | 600,408 |
| Proceeds on disposal of fixed assets | 9,987 |
| | 2,649,849 |
| Working capital applied to | |
| Additions to fixed assets | 4,825,739 |
| Other | 93,617 |
| | 4,919,356 |
| Decrease in working capital | (2,269,507) |
| Working capital assumed | 11,974,936 |
| Working capital, end of period | $ 9,705,429 |

## Notes to financial statements
**December 31, 1984**

1. In accordance with the Canada Ports Corporation Act, sections 6.1 and 6.2, a petition for the establishment of a local port corporation at the Port of Halifax was approved and the Halifax Port Corporation was established effective June 1, 1984.

   In accordance with the Canada Ports Corporation Act, the assets, liabilities and equity were transferred at their carrying values in the accounts of the Canada Ports Corporation — Port of Halifax to the Halifax Port Corporation.

2. SIGNIFICANT ACCOUNTING POLICIES

a) Investments

The investments, which are direct and guaranteed securities of Canada, are shown at amortized cost. Premiums or discounts are amortized over the periods to maturity.

b) Fixed assets

Fixed assets are recorded at cost except for those transferred to the Corporation from Canada, which are recorded at appraised or fair market value established at the time of transfer. Grants towards capital projects received from Canada from third parties are deducted from the cost of the related fixed assets.

Depreciation is calculated on the straight-line basis for the full year, commencing with the year the asset becomes operational, using rates based on the estimated useful lives of the assets.

c) Pension costs

All permanent employees of the Corporation are covered by the Public Service Superannuation Plan administered by Canada. Contributions to the plan are required from both the employees and the Corporation. The annual contributions for pensions are recognized in the accounts on a current basis.

d) Insurance

Canada Ports Corporation assumes substantially all risks against fire and general perils, as well as workers compensation claims. Any costs arising from these risks are recorded in the accounts in the year they can be reasonably estimated.

e) Grants in lieu of municipal taxes

The expense for grants in lieu of municipal taxes is based on estimated municipal assessments adjusted in accordance with Municipal Grants Act. Grants are paid after the amounts have been audited by the Municipal Grants Division of Public Works Canada. Any adjustments upon finalization are reflected in the accounts in the year of settlement.

f) Employee benefits

The Corporation accrues in its accounts, annually, the estimated liabilities for severance pay, annual leave and overtime compensatory leave which are payable to its employees in subsequent years under its collective agreements, or in accordance with its policy.

3. INVESTMENTS

| | Amortized Cost | Face Value |
|---|---|---|
| Short term | $11,683,144 | $12,089,900 |

| | Amortized Cost | Market Value |
|---|---|---|
| Long term | $ 32,985 | $ 30,380 |

4. Fixed assets

| | Depreciation Rates % | Cost | Accumulated Depreciation | Net |
|---|---|---|---|---|
| Land | | $18,024,654 | $ | $18,024,654 |
| Dredging | 2.5 - 6.7 | 2,596,947 | 2,147,840 | 449,107 |
| Berthing structures | 2.5 - 10 | 24,230,941 | 16,070,560 | 8,160,381 |
| Buildings | 2.5 - 10 | 17,210,957 | 11,079,540 | 6,131,417 |
| Utilities | 3.3 - 10 | 2,939,557 | 1,444,172 | 1,495,385 |
| Roads and surfaces | 2.5 - 10 | 5,381,534 | 2,554,277 | 2,827,257 |
| Machinery and equipment | 5 - 100 | 8,711,720 | 7,149,424 | 1,562,296 |
| Office furniture and equipment | 20 | 319,694 | 152,359 | 167,335 |
| Projects under construction | | 4,579,203 | | 4,579,203 |
| | | $83,995,207 | $40,598,172 | $43,397,035 |

During the seven month period ended December 31, 1984, the Port has recorded in its accounts capital grants towards construction of capital projects totalling $600,408.

5. LOANS FROM CANADA

| | |
|---|---|
| Non-interest bearing loans with indefinite due date | $25,555,762 |
| Accrued interest on loans | 5,001,171 |
| | $30,556,933 |

The loans from Canada are unsecured.

6. COMMITMENTS

Funds have been committed on capital projects as at December 31, 1984 in the amount of $9,390,801. The full amount is expected to be spent during 1985.

# Halifax Port Corporation

## Board of Directors:

**Raymond V. Beck***
Chairman
Former General Manager,
Halifax Port Corporation
Halifax, Nova Scotia

**Rae G. W. Austin***
Vice-Chairman
President of Montebello Realty, former
Executive Director of N.S. Housing
Commission
Dartmouth, Nova Scotia

**Peter G. Green, Q.C.***/***
Barrister & Solicitor
Halifax, Nova Scotia

**John E. Lloyd****
Former Member of Parliament,
Mayor of Halifax and General
Manager of Port of Halifax
Halifax, Nova Scotia

**Hugh J. MacLeod****
Former Chairman of N.S. Workers'
Compensation Appeal Board
Halifax, Nova Scotia

**Brenda Shannon****
Law student, former Alderman
of the City of Halifax
Halifax, Nova Scotia

**Gerald E. Simmons****/***
Regional Manager of Saguenay
Shipping Ltd., former Chairman
of Halifax Port Authority
Dartmouth, Nova Scotia

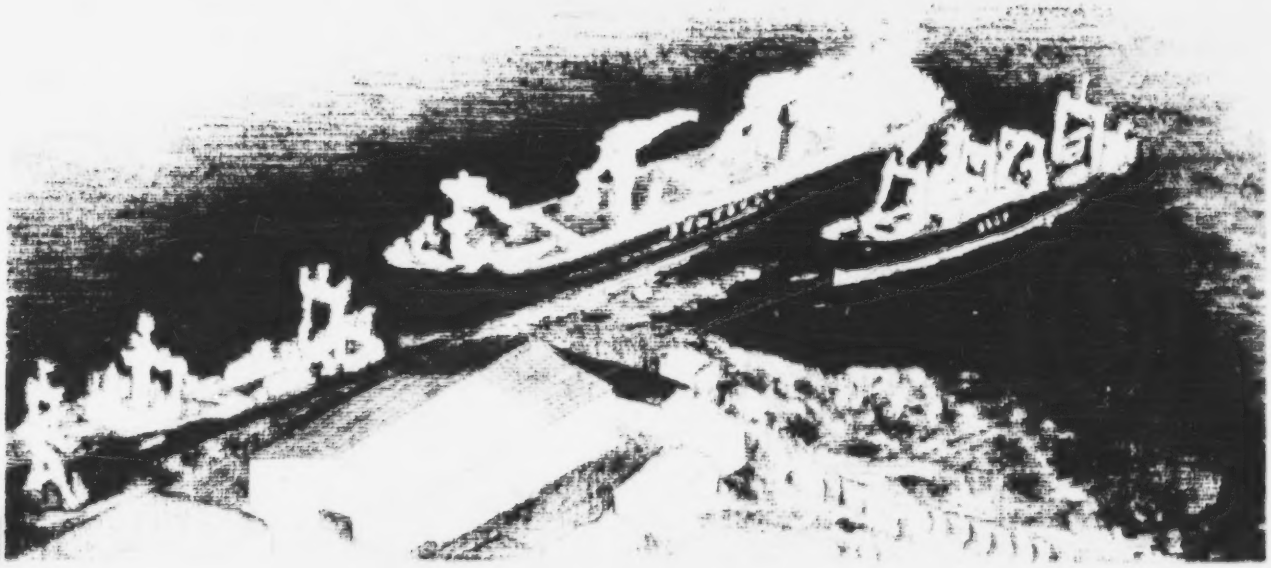
* Member Executive Committee
** Member Audit Committee
*** Member Labour Advisory Committee

## Officers of the Corporation:

**Raymond V. Beck,**
Chairman

**David F. Bellefontaine,**
Port Manager and
Chief Executive Officer

**Lorraine E. Brenton,**
Corporate Secretary



# Message from the Chairman

On behalf of the Board of Directors, I am pleased to present the first Annual Report for the Prince Rupert Port Corporation.

The Port of Prince Rupert was granted local port corporation status, under the Canada Ports Corporation Act, on June 1, 1984, another step in the continuing process toward the development of Prince Rupert as a major West Coast port of regional and national significance. This autonomy allows the Board of Directors greater flexibility and responsiveness to the needs of the port. We look forward to the future with enthusiasm and excitement.

The Prince Rupert Port Corporation plays an important role in Canada's international trade, particularly with our overseas trading partners. New traffic levels were recorded in 1984 and the completed coal terminal on Ridley Island marks the beginning of a new era for the Corporation after several years of construction activity. In 1985, a state-of-the-art grain terminal at Ridley Island will also become operational. The Board of Directors has recently completed a development plan for the remainder of the island and views this development as essential for the port in opening new export possibilities for Canadians.

Fairview Terminal continued its dynamic growth with overall volume growing by 38%. This terminal, as well as Ocean Dock, are the subjects of a study of the port's future as a port of call for cruise ships. Additional planning for the expansion of Fairview and modernization of Ocean Dock are priorities for 1985.

The financial statements reflect the improved earning and profitability of the Prince Rupert Port Corporation. The Board's objective is to plan and execute the port's potentials in the best interest of Canada, our trade partners, and the Corporation.

We would like to take this opportunity to express our appreciation to two original members of the Board, Ms. Rhoda Witherly and Mr. Donald Silversides for their service to the Board and the Corporation.

W. I. Scott
Chairman
of the Board

# Message from the Port Manager and Chief Executive Officer

In 1984, the Port of Prince Rupert achieved new records in traffic growth and financial performance. In reporting these accomplishments, we wish to acknowledge our appreciation for the participation of the longshoring and marine industry as well as port users.

Revenues from operations during the port's first seven months activity were $5.9 million, while expenses totalled $5.2 million. Income from operations for the same period amounted to $702,361; net income including interest on income of $400,579 and a small loss on the disposal of fixed assets, totalled $1.0 million. For the full year, revenues from operations totalled $9.5 million, representing a 51% increase over 1983. Expenses from operations in 1984 amounted to $8.8 million, compared to $6.5 million in 1983. Net income from operations for the year was $702,173, compared to a loss of $245,072 in 1983. This significant improvement in income, coupled with interest income of $615,903, yielded a net income of $1.3 million for 1984, a very favourable increase over the net income of $369,996 in 1983.

Total traffic through the port reached an all-time high of 8.1 million tonnes in 1984, a 161% increase over the previous record of 3.1 million tonnes set in 1983. These substantial increases were primarily the result of coal exports from the new terminal on Ridley Island, which comprised 64% of total port traffic since the terminal opened in January, 1984. Shipments for the year exceeded 5.2 million tonnes. Traffic growth and diversification which occurred in 1984 with the commencement of coal shipments was an important milestone in the port's development.

Fairview Terminal shipped a total of 579,887 tonnes in 1984, a 38% increase over the previous year. Lumber traffic through the terminal grew 56% in volume for a total of 391,244 tonnes. Shipments of mineral concentrates also increased by 17% and grain traffic at Fairview rose 15%. Shipments of 1.3 million tonnes of grain through the existing elevator represents a 20% decline in traffic over the record throughput level of 1.6 million tonnes achieved in 1984, although this year's traffic level is the second highest on record. Grain elevator traffic represents 16% of port tonnage. Other important traffic increases occurred in 1984 with a 25% growth in the export of raw logs to a new record of 421,266 tonnes. In addition, the Westar Pulp Mill improved its throughput by 24% over the previous year with shipments of 240,642 tonnes.

During the past three years, total investment in terminal facilities in the port has exceeded $500,000,000 and it would be unrealistic to anticipate that investment levels of that magnitude will continue in the next few years. The port will continue to grow and develop. The Port of Prince Rupert has excellent opportunities for marine-related developments, most of which is expected on Ridley Island. In 1984 the port completed a Ridley Island Development Plan which describes a detailed strategy for the orderly and optimum development of the Island. It ensures the integration of future marine-related industrial areas and support services into an overall plan, and focuses the port's marketing efforts for potential developers.

The port initiated two additional planning strategies in 1984. Recognizing the importance of cruise ship traffic on the British Columbia and Alaska coasts, the port undertook a joint study of these opportunities with the Prince Rupert Convention and Visitors Bureau to define a strategy for both the port and the City of Prince Rupert. A joint study was also initiated in 1984 with CN Rail and the City of Prince Rupert to develop a plan which will guide and increase the opportunities for the development of a mixture of land and marine uses along the waterfront in the inner harbour.

After only seven years of operation, Fairview Terminal is nearing operational capacity. Consequently, an indepth study will be undertaken to assess its expansion potential. Due to the growing use of the port's Ocean Dock, a second study will begin in 1985 to determine how this facility can be rehabilitated or expanded to meet future needs for a general purpose wharf in the inner harbour.

The Port of Prince Rupert is playing an increasingly important role in supporting Canada's international trade.

To grow and mature the port must provide for its users high quality service at a reasonable cost, while attracting new shippers and promoting development opportunities. In meeting these challenges, additional terminal facilities will be required. I feel every opportunity should be provided to the private sector to participate fully. I am confident that the port will be able to build upon the achievements of the past few years and plan an even greater role in serving the growing trade requirements of Western Canada.

K. R. Krauter

K. R. Krauter

## Auditors' Report

To the Honourable
Donald Mazankowski, P.C., M.P.

Minister of Transport

We have examined the balance sheet of Prince Rupert Port Corporation as at December 31, 1984 and the statements of income and deficit and changes in financial position for the seven months then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Corporation as at December 31, 1984 and the results of its operations and the changes in its financial position for the seven months then ended in accordance with generally accepted accounting principles.

We further report that, in our opinion, the transactions of the Corporation that have come to our notice in the course of our examination of the financial statements have, in all significant respects, been in accordance with the Financial Administration Act and Regulations, the Canada Ports Corporation Act, and the Letters Patent and By-laws of the Corporation.

Thorne Riddell

Chartered Accountants

Vancouver, Canada
January 30, 1985

## Balance sheet
**as at December 31, 1984**

| | | |
|---|---|---|
| **ASSETS** | | |
| Current Assets | | |
| Cash | $ 61,970 | |
| Investments (note 3) | 5,840,910 | |
| Accounts receivable | 611,315 | |
| Due from Canada | 82,839 | |
| Materials and supplies | 73,470 | |
| | | $ 6,670,504 |
| Fixed Assets (note 4) | | 72,919,342 |
| | | $79,589,846 |
| **LIABILITIES** | | |
| Current Liabilities | | |
| Accounts payable and accrued liabilities | $ 616,615 | |
| Grants in lieu of municipal taxes | 963,822 | |
| Deferred revenues | 343,941 | |
| | | $ 1,924,378 |
| Long-term Debt | | |
| Loans from Canada (note 5) | 38,110,991 | |
| Recoverable contribution from Canada (note 6) | 49,511,928 | |
| | | 87,622,919 |
| **EQUITY OF CANADA** | | |
| Contributed capital | 678,275 | |
| Deficit | 10,635,726 | |
| | | (9,957,451) |
| | | $79,589,846 |

On behalf of the Board:

Chairman

K. R. Kreutzer

General Manager

Prince Rupert Port Corporation

## Statement of income and deficit
**seven months ended December 31, 1984**

| | | |
|---|---|---|
| Revenue from operations | | $ 5,903,491 |
| Expenses | | |
| Operating and administrative | $4,547,456 | |
| Depreciation | 488,843 | |
| Grants in lieu of municipal taxes | 164,831 | |
| | | 5,201,130 |
| Income from operations | | 702,361 |
| Interest income | | 400,579 |
| Loss on disposal of fixed assets | | (64,772) |
| Net income | | 1,038,168 |
| Deficit at beginning of period | | 11,673,894 |
| Deficit at end of period | | $10,635,726 |

## Statement of changes in financial position
**seven months ended December 31, 1984**

| | |
|---|---|
| Working capital derived from | |
| Operations | |
| Net income | $1,038,168 |
| Items not involving working capital | |
| Depreciation | 488,843 |
| Loss on disposal of fixed assets | 64,772 |
| | 1,591,783 |
| Capital grants | 898,480 |
| Recoverable contribution from Canada | 254,259 |
| Proceeds on disposal of fixed assets | 37,000 |
| | 2,781,522 |
| Working capital applied to | |
| Additions to fixed assets | 1,517,363 |
| Increase in working capital | 1,264,159 |
| Working capital at beginning of period | 3,481,967 |
| Working capital at end of period | $4,746,126 |

## Notes to financial statements
**seven months ended December 31, 1984**

### 1. LOCAL PORT CORPORATION

The Prince Rupert Port Corporation ("the Corporation") was established effective June 1, 1984 as a local port corporation pursuant to the Canada Ports Corporation Act ("the Act"). The Corporation is exempt from income taxes.

On June 1, 1984, pursuant to the Act, all the assets and liabilities of the Canada Ports Corporation relating to the Port of Prince Rupert were transferred to the Corporation at their book value as recorded by the Canada Ports Corporation. The net liabilities assumed were recorded as contributed capital of $678,275 and a deficit of $11,673,894. Accordingly, the financial statements are prepared as though the Prince Rupert Port Corporation had operated these facilities since their inception.

### 2. SIGNIFICANT ACCOUNTING POLICIES

a) Investments

The investments, which are direct and guaranteed securities of Canada, are shown at amortized cost. Premiums or discounts are amortized over the periods to maturity.

b) Fixed assets

Fixed assets are recorded at cost. Grants towards capital projects received from Canada and from third parties are deducted from the cost of the related fixed assets.

Depreciation is calculated on the straight-line basis for the full year, commencing with the year the asset becomes operational, using rates based on the estimated useful lives of the asset.

c) Pension costs

All permanent employees of the Corporation are covered by the Public Service Superannuation Plan administered by Canada. Contributions to the plan are required from both the employees and the Corporation. The annual contributions represent the liability of the Corporation for pensions and are recognized in the accounts on a current basis.

d) Insurance

The Corporation assumes substantially all risks against fire and general perils, as well as worker compensation claims. Any costs arising from these risks are recorded in the accounts in the year they can be reasonably estimated.

e) Grants in lieu of municipal taxes

The expense for grants in lieu of municipal taxes is based on estimated municipal assessments adjusted in accordance with the Municipal Grants Act. Grants are paid after the amounts have been audited by the Municipal Grants Division of Public Works Canada. Any adjustments upon finalization are reflected in the accounts in the year of settlement.

f) Employee benefits

The Corporation accrues in its accounts annually the estimated liabilities for severance pay, annual leave and overtime compensatory leave, which are payable to its employees in subsequent years.

### 3. INVESTMENTS

| | |
|---|---|
| Amortized cost | $5,840,910 |
| Market value | $5,857,165 |

### 4. FIXED ASSETS

a) Summary

| | Depreciation rates % | Cost | Accumulated depreciation | Net |
|---|---|---|---|---|
| Land | — | $60,090,585 | $ — | $60,090,585 |
| Dredging | 2.5-6.7 | 5,177 | 906 | 4,271 |
| Berthing structures | 2.5-10 | 8,584,082 | 1,920,157 | 6,663,925 |
| Buildings | 2.5-10 | 2,003,625 | 227,079 | 1,776,546 |
| Utilities | 3.3-10 | 2,599,285 | 851,556 | 1,747,729 |
| Roads and surfaces | 2.5-10 | 2,816,685 | 1,041,130 | 1,775,555 |
| Machinery and equipment | 5-10 | 1,715,024 | 918,039 | 796,985 |
| Office furniture and equipment | 20 | 107,498 | 43,752 | 63,746 |
| | | $77,921,961 | $5,002,619 | $72,919,342 |

b) Capital grants

During the seven months ended December 31, 1984, the Corporation refunded to the Government of Canada $1,100,000 representing an overcontribution of capital grants and received a capital grant of $652,007 from the Province of Alberta.

## 5. LOANS FROM CANADA

| | |
|---|---|
| Non-interest bearing loans with indefinite due date | $27,084,979 |
| Accrued interest on loans not due and payable | 11,026,012 |
| | $38,110,991 |

## 6. RECOVERABLE CONTRIBUTION FROM CANADA

A recoverable contribution of $50,400,000 was approved for the construction of the infrastructure for the coal terminal facility on Ridley Island. The total contribution received and/or receivable as of December 31, 1984 was $49,511,928.

The total recoverable contribution is interest-free until April 1, 1989, and thereafter bears interest at approximately 13.9%.

Principal and interest on $48,300,000 of the contribution are repayable over 20 years, commencing on April 1, 1989, contingent upon the revenues received from a direct coal throughput surcharge. The balance of $2,100,000 is repayable on a fixed, blended principal and interest basis over 20 years, commencing on April 1, 1989.

## 7. RELATED PARTY TRANSACTIONS

During the seven months ended December 31, 1984, the Port received revenue of $580,302 from Ridley Terminals Inc., a company in which the Canada Ports Corporation has a significant investment. Accounts receivable as at December 31, 1984 include $255,723 due from Ridley Terminals Inc.

# Prince Rupert Port Corporation

## Board of Directors:

**W. Joseph Scott** *
Chairman
Prince Rupert Port Corporation
Prince Rupert, B.C.

**Allan T. Sheppard** *
Vice-Chairman
Owner/Manager — Port Edward Marine Services
Prince Rupert, B.C.

**William B.M. Rick** *
Medical Doctor
Prince Rupert, B.C.

**John T. Payne** */**
General Manager — Universal Stores Inc.
Prince Rupert, B.C.

**Michael Z. Florian** **
Chief Executive Officer
Prince Rupert Fishermen's Cooperative Association
Prince Rupert, B.C.

**John D. McNish** **
Manager — Credit Bureau of Prince Rupert Ltd.
Prince Rupert, B.C.

**Dolores D. MacIntosh**
Property Manager
Prince Rupert, B.C.

* Executive Committee
** Audit Committee

## Officers of the Corporation:

**W. Joseph Scott**,
Chairman

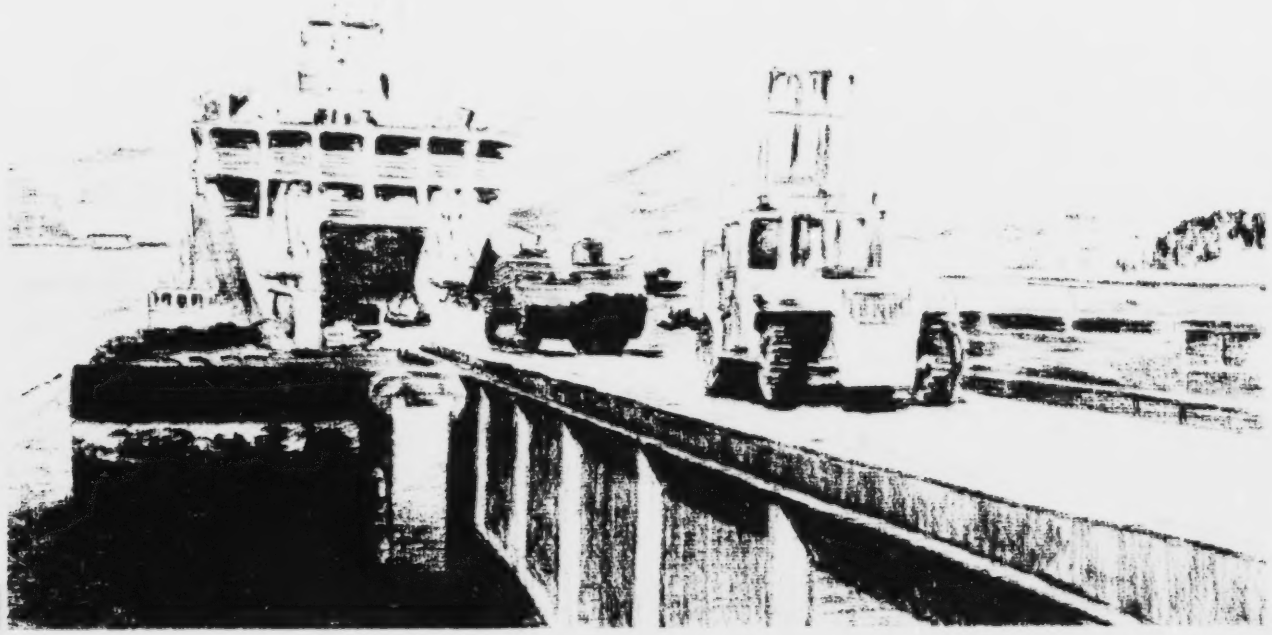
**Kenneth R. Krauter**,
Port Manager and
Chief Executive Officer

**Raymond L. Nesbitt**,
Manager
Administration

**Brian D. Denton**,
Manager
Engineering

**R. Adam McBride**,
Manager
Finance

**Michael Gray**,
Manager
Operations



# Message from the Chairman

The Board of Directors is pleased to present the first Annual Report of the Port of Quebec Corporation.

Our national significance and financial viability, combined with strong local interest in its management, enabled the Port of Quebec to attain the local port corporation status on June 1, 1984. The additional authority in property management, rate-setting and contracting and tendering allowed the port to respond rapidly to the needs of our clients and users.

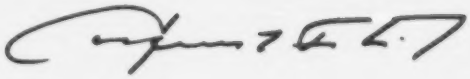
As the farthest inland deep-water port on the St. Lawrence River, capable of receiving vessels of more than 150,000 deadweight tons, Quebec offers many advantages to shippers of bulk cargo. The increase in tonnage of bulk goods handled in 1984 underlines the port's role as the principal transshipment point between ocean and river navigation. Equally encouraging is the rise in shipments of general cargo in 1984, making Quebec eastern Canada's leading port for lumber and dairy exports.

The Port of Quebec recorded a solid financial performance in 1984 as reflected in its financial statements.

Major projects include the modernization of the grain terminal operated by Bunge of Canada Ltd., which now offers a facility for self-unloading vessels. In the general cargo category, the dairy products terminal at Anse-au-Foulon was enlarged to handle anticipated additional tonnage when the Canadian Dairy Commission designated the Port of Quebec as the distribution point for skimmed milk powder in the province.

The use of larger vessels and the growing importance of intermodal links in maritime transportation orientate the port's future development toward the creation of facilities and services capable of rapidly transshipping large volumes of cargo. The port welcomed the recommendation published in September 1984 by the Environmental Commission created to examine the Port of Quebec's proposed expansion at Beauport. The report determined that the construction of 42.5 hectares of deep water port facilities would not unduly harm the biophysical environment. The site is sheltered from strong currents, ice and wind and could receive vessels of 200,000 deadweight tonnes.

The Board of Directors would like to thank its employees and colleagues in the maritime industry for their ongoing contribution to the development of our port and region.



Jacques E. Fortier
Chairman of the Board

# Message from the Port Manager and Chief Executive Officer

The port performance as reflected in its financial statements is encouraging. These results show operating revenues of $8.5 million, compared to operating expenses of $6 million for the seven-month period ending December 31, 1984. Total net income, including interest income of $2.5 million, amounted to $4.9 million. During the June to December period, 1984 capital expenditures totalled $2.7 million.

**1984 in review**

Financial results for the full year show an equally-healthy picture, with operating revenues of $11.7 million, operating expenses of $10 million and net income of $1.7 million. Total net income was $5.7 million, including interest income of $4 million. Capital expenditures during 1984 totalled $5.1 million.

Strong shipments of minerals and petroleum products generated a 14% increase in tonnage at the port in 1984. The port handled a total of 17.7 million tonnes of cargo, an increase from 15.6 million tonnes in 1983.

Economic recovery and a stronger U.S. steel industry resulted in a major upturn in the handling of bulk minerals at the Beauport terminal for solid bulk cargo. A total of 1.5 million tonnes of minerals was shipped through the port, more than double the 1983 figure. In the liquid bulk category, the volume of petroleum products increased by nearly 2 million tonnes to a total of 6.9 million tonnes in 1984, largely due to intensified activity at the Ultramar of Canada Ltd. Saint-Romuald refinery. The company has upgraded its refining capacity to convert the residue from crude distillation, which otherwise would be sold as heavy oil, into lighter products such as gasoline now marketed through an expanded distribution system. The investment, which was completed in August 1983, will have a long-term stabilizing effect on activities at Ultramar's private pier.

Grain tonnage in 1984 decreased to 8.1 million tonnes compared to 8.5 million tonnes in 1983. Leaders in grain-handling technology, Bunge of Canada Ltd. and the Port of Quebec Corporation completed a new facility for self-unloading vessels in 1984, increasing vessel unloading capacity by 150%. Other improvements to the grain terminal, such as the construction of a high-speed unloading facility for unit trains are also part of this $14.5 million joint investment program, which is contributing to Bunge's record of performance in export grain handling.

In 1984, the port surpassed its 500,000 tonnes goal in the shipment of general cargo, which ensured a year of full employment for the port's longshoremen. Export of dairy products increased by 57% to a total of 190,000 tonnes. The Port of Quebec Corporation invested nearly $2 million to enlarge Shed 101 by 5,550 square metres, in order to provide controlled-temperature storage for this additional tonnage moving through the Anse-au-Foulon general cargo terminal. The Canadian Dairy Commission designated the Port of Quebec as the main terminal for dairy products in the Province of Quebec, which would result in an additional cargo of 40,000 tonnes per annum.

The port continued to gain in popularity as a port of call for cruise vessels, welcoming 15,400 passengers, an increase of 7% over 1983.

In general, 1985 is expected to be a year of consolidation at the Port of Quebec with 1984 tonnage levels maintained. The outlook is promising for bulk cargo such as minerals and petroleum, while in the general cargo category, shipments of dairy products should rise slightly. Capital expenditures of $7,445,000 are budgeted for 1985. The major project will involve the upgrading of shed space for general cargo at the Estuary sector. The Port of Quebec expects to invest $89 million over the next five years in the construction of new facilities, principally at Beauport, a site which offers major competitive advantages of deep water and excellent intermodal links.

A review of 1984 at the Port of Quebec would not be complete without mentioning the Tall Ships celebrations held to mark the 450th anniversary of Jacques Cartier's discovery of Canada, and the 73rd annual convention of the American Association of Port Authorities.

The administrative autonomy conferred on the Port of Quebec by the creation of a local port corporation in 1984, enhanced our participation in the maritime community to develop an exceptional port to meet its full commercial potential.

Henri Allard

Henri Allard

## Auditors' Report

To the Honourable
Donald Mazankowski, P.C., M.P.

Minister of Transport

We have examined the balance sheet of the Port of Quebec Corporation as at December 31, 1984, the statement of income and deficit and the statement of the changes of the financial position for the seven months then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Port as at December 31, 1984, and the results of its operations and the changes of its financial position for the seven month period then ended in accordance with generally accepted accounting principles.

Further in our opinion, the transactions of the Corporation which have come to our notice during our audit of the financial statements were, in all important aspects, consistent with the Financial Administration Act and its regulations, the Canada Ports Corporation Act and the letters patent and by-laws of the Corporation.

Thorne Riddell

Chartered Accountants

Quebec City, Quebec
February 20, 1985

## Balance Sheet

**as at December 31, 1984** (Established in accordance with the Canada Ports Corporation Act)

| | | |
|---|---|---|
| **ASSETS** | | |
| Current | | |
| Cash | $ 288,267 | |
| Investments (quoted market price: $30,341,504) | 30,205,593 | |
| Accounts receivable | 5,479,237 | |
| Materials and supplies | 62,986 | $36,036,083 |
| Investments | | |
| Canada government bonds (quoted market price: $6,468,502) | | 6,571,166 |
| | | 42,607,249 |
| Fixed (note 3) | | 41,031,689 |
| | | $83,638,938 |
| **LIABILITIES** | | |
| Current | | |
| Accounts payable and accrued liabilities | $ 2,059,188 | |
| Grants in lieu of municipal taxes | 456,450 | |
| Deferred revenues | 710,067 | $ 3,225,705 |
| Long-term | | |
| Accrued employee benefits | | 739,700 |
| | | 3,965,405 |
| **EQUITY OF CANADA** | | |
| Contributed capital | 107,251,631 | |
| Deficit | 27,578,098 | 79,673,533 |
| | | $83,638,938 |

On behalf of the Board:

Chairman

General Manager and
Chief Executive Officer

## Statement of income and deficit
**for the seven months ended December 31, 1984**

| | | |
|---|---|---|
| Revenue from operations | | $ 8,509,154 |
| Expenses | | |
| Depreciation | $1,097,127 | |
| Administrative and operating expenses | 4,381,969 | |
| Grants in lieu of municipal taxes | 586,749 | 6,065,845 |
| Income from operations | | 2,443,309 |
| Other income | | |
| Investment income | | 2,458,436 |
| Net income | | 4,901,745 |
| Deficit transferred from Canada Ports Corporation at beginning of period | | 32,479,843 |
| Deficit at end of period | | $27,578,098 |

## Statement of changes in financial position
**for the seven months ended December 31, 1984**

| | | |
|---|---|---|
| Source of working capital | | |
| Operations | | |
| Net income | | $ 4,901,745 |
| Items not affecting working capital | | |
| Amortization of discount on Canada government bonds | $ (15,359) | |
| Depreciation | 1,097,127 | |
| Loss on disposal of fixed assets | 4,586 | |
| Accrued employee benefits | (116,500) | 969,854 |
| | | 5,871,599 |
| Proceeds on disposal of fixed assets | | 1,751 |
| | | 5,873,350 |
| Application of working capital | | |
| Additions to fixed assets | | 2,703,926 |
| Increase in working capital | | 3,169,424 |
| Working capital transferred from Canada Ports Corporation at beginning of period | | 29,640,954 |
| Working capital at end of period | | $32,810,378 |

## Notes to financial statements
**for the seven months ended December 31, 1984**

### 1. INCORPORATION

The Port of Quebec Corporation was established June 1, 1984, under s. 6.2(1) of the Canada Ports Corporation Act. On that date, in accordance with the Canada Ports Corporation Act, the assets, liabilities and equity of the Port of Quebec were transferred to the Port of Quebec Corporation at the book value shown in the accounts of the Canada Ports Corporation as at May 31, 1984.

### 2. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

a) Investments

Investments are direct and guaranteed securities of Canada. They are shown at amortized cost and the premium or discount is amortized over the periods to maturity.

b) Fixed assets

Fixed assets are recorded at cost, except for those transferred from Canada to the Corporation, which are recorded at appraised value or at the fair market value determined at the time of transfer. Grants for capital projects received from Canada and third parties are credited directly at the cost of the related fixed assets.

Depreciation is calculated according to the straight-line method, once the asset becomes operational, for the entire year, using the following annual rates:

| | |
|---|---|
| Dredging | 2.5 - 6.7% |
| Berthing structures | 2.5 - 10% |
| Buildings | 2.5 - 10% |
| Utilities | 3.3 - 10% |
| Roads and surfaces | 2.5 - 10% |
| Machinery and equipment | 5 - 100% |
| Office furniture and equipment | 20% |

c) Cost of pension plan

The Public Service Superannuation Plan, administered by Canada, covers all permanent employees of the Corporation. These employees and the Corporation must contribute to this plan. The annual contributions represent the liability of the Corporation in this regard and are applied against the operating expenses for the current business year.

d) Insurance

The Port of Quebec Corporation assumes all liability with respect to compensation claims for occupational injury. The expenses that may result are applied in the year in which they can reasonably be estimated.

e) Grants in lieu of municipal taxes

The expense for grants in lieu of municipal taxes is determined based on the estimated municipal assessment, adjusted in accordance with the Municipal Grants Act. The grants are paid after they have been audited by the Municipal Grants division of the department of Public Works. Any subsequent adjustment is recorded in the accounts of the business year in which the final amount is remitted.

f) Employee benefits

Each year, the Corporation accrues in its accounts the estimated liability that results from benefits for the termination of employment, vacation, sick leave and compensatory leave for overtime; these benefits are payable to the employees in subsequent years under the collective labour agreements or according to corporate policy.

## 3. FIXED ASSETS

| | Cost Price | Accumulated Depreciation | Net Amount |
|---|---|---|---|
| Land | $11,043,602 | $ | $11,043,602 |
| Dredging | 4,561,341 | 3,839,064 | 722,277 |
| Berthing structures | 21,792,125 | 15,078,150 | 6,713,975 |
| Buildings | 28,494,520 | 11,384,178 | 17,110,342 |
| Utilities | 3,206,207 | 1,691,713 | 1,514,494 |
| Roads and surfaces | 5,226,635 | 2,156,309 | 3,070,326 |
| Machinery and equipment | 360,919 | 329,956 | 30,963 |
| Office furniture and equipment | 201,624 | 113,107 | 88,517 |
| Works under construction | 737,193 | | 737,193 |
| | $75,624,166 | $34,592,477 | $41,031,689 |

## 4. CONTINGENCIES

Claims totalling some $5.5 million have been received by the Corporation in respect of lawsuits, warranties, collective agreements, damages allegedly suffered on Corporation property and various other matters in dispute. These amounts do not appear in the financial statements. In the Corporation's view, its position is defensible and these claims should not result in any material financial liability.

# Port of Quebec Corporation

**Board of Directors:**

**Jacques E. Fortier**, c.a.
Chairman

**Margo Brousseau**
Vice Chairman

Members:
**Michel Bérubé**
**Edward J. Brennan**
**Paul Lessard**
**Charles Rondeau**
**Jean-Claude Morissette**

**Executive Officers:**

**Jacques E. Fortier**, c.a.
Chairman

**Margo Brousseau**
Vice Chairman

**Edward J. Brennan**
Member

**Henri Allard**
General Manager
and Chief Executive Officer

**Directors:**

**Jean Lépine**
Engineering

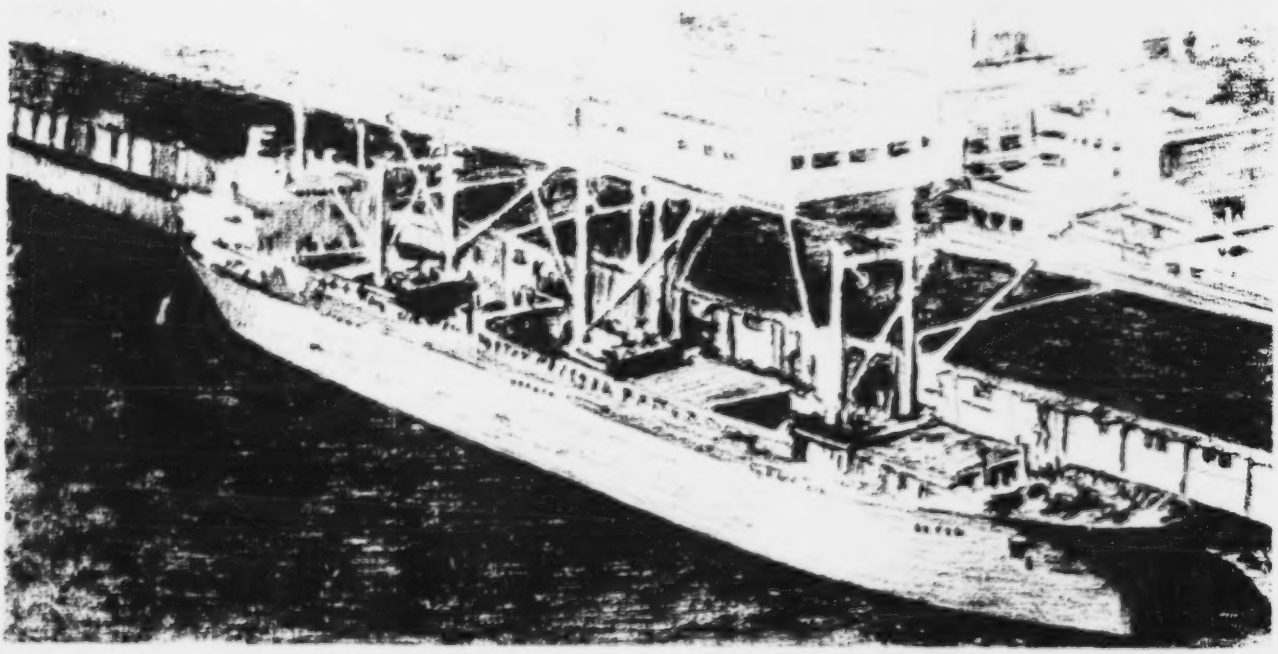
**Lauréat Mercier**
Finance and
Administration

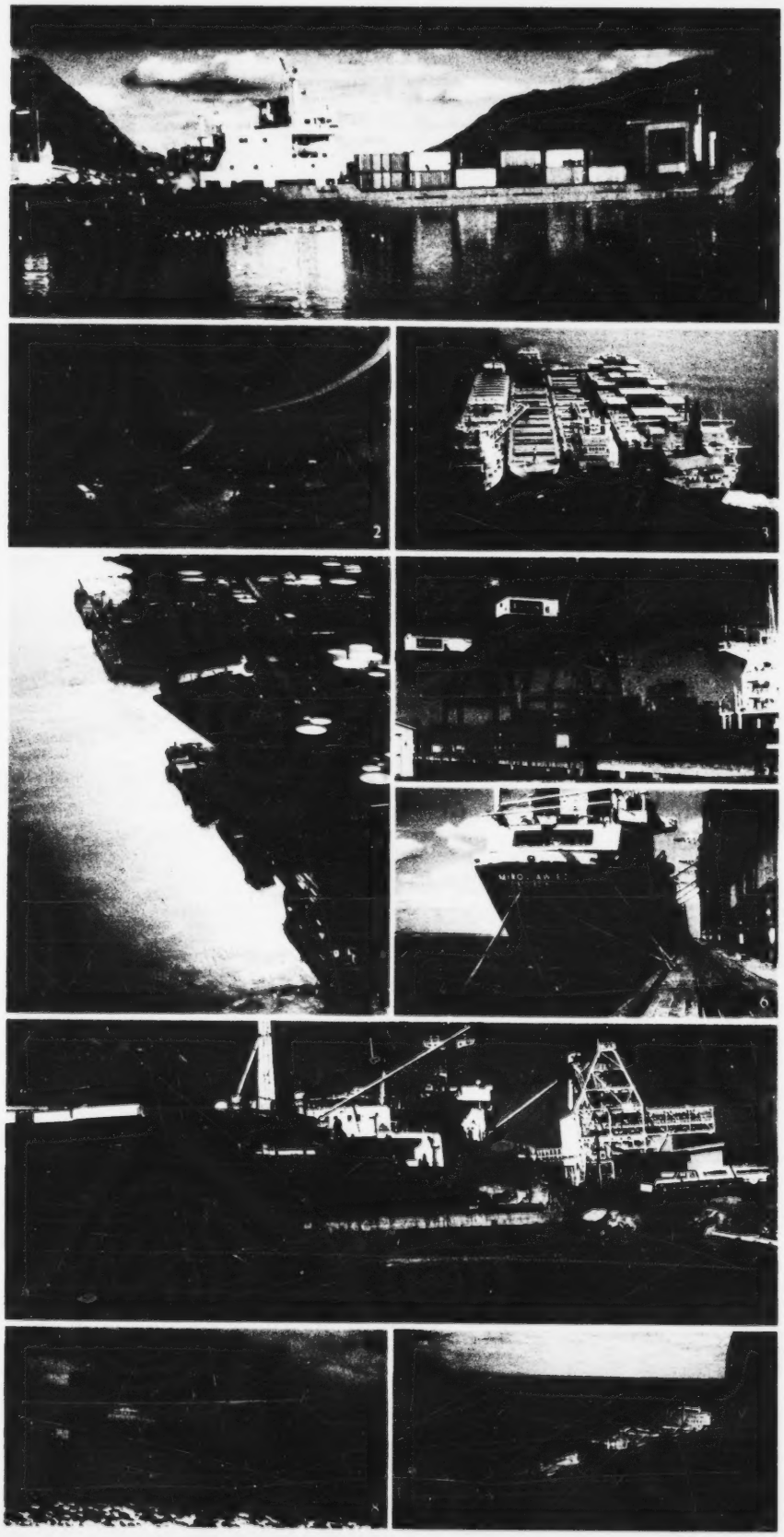
**Rodrigue Brillant**
Human Resources

**Louis-Philippe Cormier**
Planning and
Development

**Yvon Bureau**
Operations

**Dave Johanson**
Communications





1. The Port of St. John's
2. The Ports of Chicoutimi Baie des Ha! Ha!
3. The Port of Sept-Iles
4. The Port of Trois-Rivières
5. The Port of Saint John
6. The Port of Churchill
7. The Port of Belledune
8. Port Colborne Elevator
9. Prescott Elevator

Canada Ports Corporation's non-corporate ports accounted for 12.2% of the traffic handled at all Ports Canada facilities in 1984, an increase of 1% over the 1983 level of 8.7 million tonnes. Traffic at Ports Canada as a whole was below budget by 6.5% (5.2 million tonnes), while traffic at non-corporate ports was below budget by 17% (1.9 million tonnes). Only the ports of St. John's and Belledune achieved 1984 targets through increased petroleum products and phosphate rock, respectively.

Below-budget performance was a result of commodity flows which account for significant portions of traffic at the non-corporate ports: the ports of Saint John, Trois-Rivières, Prescott, Port Colborne and Churchill handled between 10% and 73% less grain than forecast, due primarily to the summer drought, the Valleyfield bridge damage, and some difficulty with unit train services at Trois-Rivières.

Potash handled by the Port of Saint John was below budget by over 80% due to difficulties at New Brunswick potash mines. Forest products decreased at Saint John and Trois-Rivières, due to industry decisions. Although petroleum products were generally above budget, particularly at Saint John (110%), some ports were below budget, as a result of a variety of factors including declines in imports and distribution.

A general decline in coal exports had an adverse effect on projected transshipment traffic, especially for coal at Sept-Îles. Container traffic at the Port of Saint John was 8% below budget.

Lower-than-budgeted traffic for 1984 is reflected in Canada Ports Corporation's financial performance indicators.

The Corporation continued its efforts to improve efficiency and productivity. The total workforce (excluding local port corporations') was reduced from 393 at the beginning of 1984 to 373.

## Financial Overview

The ports of Halifax, Québec and Prince Rupert were established as local port corporations effective June 1, 1984. This financial overview excludes results of ports after they obtain local port corporation status.

### Revenue from Operations

The Corporation's 1984 operating revenues were affected by lower activity in the grain industry. However, this was partially offset by new sources of revenue, including the Potash Terminal at the Port of Saint John which began operation in 1984. On balance, the operating revenues of the Canada Ports Corporation decreased 4.9% to $27.2 million in 1984.

### Operating Expenses

Savings in manpower costs from restraint programs and lower grain activity allowed the Corporation to maintain its overhead cost base at the same level as 1983. Conversely, depreciation and interest costs increased as a result of the capital investment program.

### Investment Income

Investment income of $8.2 million reflects returns on higher inflows of funds from operations and deferrals of capital and operating expenditures. Consequently, the investment base increased from the 1983 level.

### Net Income

The net income from non-corporate ports in the Corporation in 1984 was $4.3 million. The net income of the ports of Halifax, Québec and Prince Rupert, part of the Corporation for the first five months of the years, added another $2.9 million, for a total income of $7.2 million. By comparison, the 1983 income of the same ports that remained within the Corporation amounted to $5.2 million; this income increased by a further $22.7 million, being the net profit of all the local port corporations before they were granted local port corporation status.

In addition, the Corporation absorbed its 50% share, or $2.7 million, in the loss reported by Ridley Terminals Inc., a partly owned corporation accounted for on the equity basis. Losses incurred since Ridley Terminals Inc. began operation on September 1, 1984 are in line with the expectations at the time the project was conceived.

As a result, the net income of the Canada Ports Corporation for the year ended December 31, 1984 was $4.5 million.

### Total Assets

During the year, the Corporation transferred assets of $204.4 million to those ports established as local port corporations in 1984. The total assets of non-corporate ports for the same period amounted to $245.2 million, of which approximately 50% are in fixed assets.

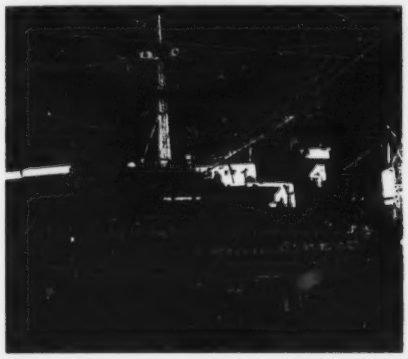
Throughout the year, the Corporation continued funding its share of the equity in Ridley Terminals Inc., and at December 31, 1984, its total investment in shares of Ridley Terminals Inc. was $23.0 million.

### Working Capital

Working capital reflected the transfer of $45.1 million to the newly established local port corporations. For the noncorporate ports, a 15% working capital improvement was achieved due to increased inflow of funds from operations.

### Capital Investment

The Corporation spent $43.5 million in capital expenditures in 1984. The Corporation's major investments were directed towards the following capital projects: a potash terminal at the Port of Saint John; the development of new port facilities at Pointe Noire at the Port of Sept-Îles; and the relocation of the Port of Chicoutimi. To fund these projects, the Corporation sought and received grants of $33.9 million and loans of $4.9 million from the Government of Canada.



## The Port of Belledune

The Port of Belledune, located in northeastern New Brunswick, is accessible year-round by water, road and rail. Built originally to handle resource products of the region, the port continues to accomplish its mandate of supporting the regional economy. Its main activities are essentially linked with the fertilizer industry, particularly the import of phosphate rock from the southern United States. The port also receives petroleum products for local consumption. In 1984, the total cargo handled reached 552,000 tonnes.

A land transfer with one of the port users to rationalize operations is currently under consideration.

## The Ports of Chicoutimi/Baie des Ha! Ha!

The Ports of Chicoutimi/Baie des Ha! Ha! on the Saguenay River, includes several public and private port facilities and wharves. The Port of Chicoutimi handled nearly 415,000 tonnes of cargo in 1984, primarily made up of petroleum products. Alcan owns the main port facilities in Baie des Ha! Ha!, which it uses for imports of alumina, bauxite, coke, caustic soda, and hydrocarbons and for exports of aluminum. In 1984, the traffic at Baie de Ha! Ha! reached 3.8 million tonnes.

Construction of the new Grande Anse deep water terminal at the Port of Chicoutimi, undertaken in 1983 under the federal government's Special Recovery Capital Projects Program, is due for completion on schedule in the fall of 1985. At a cost of $18.4 million, construction of access roads, dredging and placing of cribs was completed in 1984. Construction of a shed, a coping wall for the wharves and paving will begin in the spring of 1985.

As a result of the Grande Anse construction, receiving and storage facilities for petroleum were dismantled at the Port of Chicoutimi and activities will be transferred to Pointe-à-l'Islet. Until the Grande Anse facilities are ready however, receiving and storage of industrial salt as well as shipment of forest products will remain at the downtown wharf.

## The Port of Churchill

The Port of Churchill is the northern most port in Canada. Located on the Hudson Bay, the port serves northern communities on the prairies and the Northwest Territories. The port experienced a 30% decrease in its grain shipments. With total shipments approaching 450,000 tonnes, a sizable volume was destined for Brazil, the port's first exports to South America; another major destination, through the Baltic and Black Seas, was the U.S.S.R.

The port recorded a marked increase in cargo handling by the Northern Transportation Company (N.T.C.L.). N.T.C.L. transported approximately 26,572 tonnes of bulk petroleum products and general cargo, mainly building materials, from Churchill to the six Keewatin settlements in the Northwest Territories.

The first overseas vessel the M.V. *Hampton Lion*, arrived on August 1, 1984, without experiencing any difficulty with ice in the straights. Grain shipping at Churchill terminated with the loading and sailing of the last vessel of 1984, the M.V. *General Swierczewski*, on October 18, 1984.

## Port Colborne Elevator

Port Colborne, located on the Seaway system, is used mainly for the export of Ontario grain overseas, directly or by transfer to downstream elevators. In 1984, Port Colborne experienced a difficult year, with traffic decreasing by 39% to 84,000 tonnes.

Served by rail, road and water, it is an efficient elevator with higher ship-loading rates than all other elevators in southern Ontario. Four truck unloading pits and a truck dumper offer an equally efficient unloading capacity and quick turnaround time for truckers.

Port Colborne's proposal to offer Seaway depth is currently under active review.

## Prescott Elevator

Prescott is located in Eastern Ontario on the upper St. Lawrence River, approximately 100 km east of Kingston. Its main facility is a 154,000 tonne grain elevator handling the prairie and Ontario grains. In 1984, the port experienced a 15% drop in traffic to 318,000 tonnes due to reduced grain volumes. The port provides open storage areas and a shedded terminal. Industrial salt and fertilizers are handled at open storage facilities.

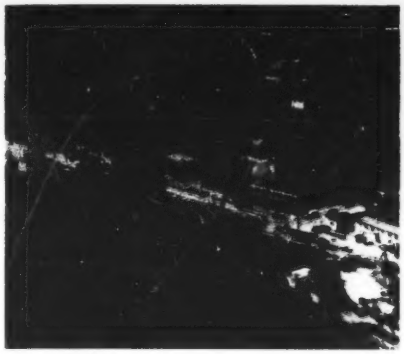
Cargo movements, both inward and outward, are by water, rail and truck. Continuous upgrading has resulted in a modern facility with seaway draft at the three wharves and five berths, limited to the size of vessels that can transit in the Seaway.

## The Port of Saint John

The Port of Saint John is a major container port in Eastern Canada, handling considerable quantities of imports and exports from the Far East, Central and South America. The port also serves the woodpulp, newsprint and lumber exports of New Brunswick's forest industry through highly efficient general cargo and specialized forest products terminals.

In 1984, tonnage at the port was up by 3% to 8.6 million tonnes. Increases were recorded in the dry bulk commodities of grain and potash while general cargo performance was paced by improvements in containerized cargo and forest products. The port handled 5.6 million tonnes of crude and refined petroleum products in 1984.

Recently completed was the first phase of the Barrack Point Potash Terminal. The first user, the Potash Corporation of America, began exporting New Brunswick potash in January, 1984. A second user, Denison Potacan, is developing facilities for the export of potash to be completed in the fall of 1985.



## The Port of St. John's

The Port of St. John's is the main distribution centre in eastern Newfoundland. Close to the Hibernia oil development, the port is a prominent base for servicing off-shore oil exploration and a revitalized Atlantic fishing industry.

Traffic at the Port of St. John's decreased by 2% in 1984 to 1.1 million tonnes. Containerized cargo was down fractionally to 246,000 tonnes, while other general cargo increased to 168,000 tonnes. Bulk cargoes declined 5% to 642,000 tonnes, primarily as a result of lower petroleum movements at the port.

Following the agreement signed with an operator for the Main Terminal, the port undertook improvements under Phase I of the main terminal development project. Work has also begun on the design of an area lighting and electrical distribution system which is scheduled for completion by mid-1985.

Perhaps the most significant event in 1984 for the Port of St. John's was the approval of local port corporation status. Appointments to the local Board of Directors are expected early in 1985.

## The Port of Sept-Iles

The Port of Sept-Iles is located on the north shore of the St. Lawrence River, approximately 600 km north-east of Quebec City. The port recorded a 15% increase in tonnage in 1984. Iron ore, shipped mainly to the United States East Coast, the Great Lakes, Europe and Japan, continued as the major contributor to port activities, increasing to 21.8 million tonnes from 19.2 million tonnes the previous year. While dry and liquid bulk increased slightly, transshipment of coal and ilmenite decreased by 25%. In 1984, 818 ships called at the port, 77 more than 1983.

The construction of new port facilities at Pointe-Noire is scheduled for completion in the fall of 1986. The new facilities include a wharf and storage area. With more than half of this $36-million project already completed, the new port infrastructure promises major opportunities for regional-industrial expansion in the Sept-Iles/Port Cartier area.

## The Port of Trois-Rivières

A total of 3.1 million tonnes of cargo were handled through the Port of Trois-Rivières in 1984. This represents an increase of 4% over the previous year. Grain accounted for close to three quarters of this total, rising by 50,000 tonnes over 1983. Other dry bulk traffic was dominated by zinc ores which has grown to a total of 252,000 tonnes in 1984.

Caustic soda showed an increase to 50,000 tonnes; other liquid bulk products were calcium chloride and molasses. Inbound petroleum products decreased by 62% due to conversions to alternate energy sources.

General cargo, made up of newsprint and other paper products decreased by 2.0% to 183,000 tonnes in 1984. A total of 457 ships from 35 countries called at the port in 1984, an increase of 33 ships over 1983.

The port made major strides in its continued development in 1984. Two users have begun a joint project to improve rail-car movements for bulk products at the port's western end. In addition, the development of the Vieux-Port area was initiated to provide visitors with an attractive site for leisure activities. Overall, the port is a focal point for local commercial activity and remains a prosperous economic asset to the region.

## Auditors' Report

To the Honourable
Donald Mazankowski, P.C., M.P.

Minister of Transport

We have examined the balance sheet of Canada Ports Corporation as at December 31, 1984 and the statements of income, deficit, contributed capital and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Corporation as at December 31, 1984 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Further, in our opinion, the transactions of the Corporation that have come to our notice during our examination of the financial statements have, in all significant respects, been in accordance with the Financial Administration Act and regulations, the Canada Ports Corporation Act and the by-laws of the Corporation.

Touche Ross & Co.

Chartered Accountants

Winnipeg, Manitoba
March 11, 1985

## Balance sheet
**as at December 31, 1984**

### ASSETS

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Current | | |
| Cash | $ 894 | $ 1,356 |
| Investments (Note 4) | 59,134 | 92,814 |
| Accounts receivable | 4,116 | 13,405 |
| Due from Canada | 3,468 | 2,017 |
| Materials and supplies | 530 | 756 |
| | 68,142 | 110,348 |
| Long-term | | |
| Investments (Note 4) | 19,973 | 26,476 |
| Amounts receivable | — | 238 |
| | 19,973 | 26,714 |
| Investment in Ridley Terminals Inc. (Note 5) | 19,733 | 19,271 |
| Fixed (Note 7) | 137,321 | 289,510 |
| | $245,169 | $445,843 |

### LIABILITIES

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Current | | |
| Accounts payable and accrued liabilities (Note 8) | $ 14,607 | $ 19,195 |
| Grants in lieu of municipal taxes | 678 | 2,031 |
| | 15,285 | 21,226 |
| Long-term | | |
| Accrued employee benefits | 1,562 | 3,506 |
| Financing provided by a province (Note 9) | 18,596 | 19,406 |
| Loans from Canada (Note 10) | 104,110 | 166,617 |
| Recoverable contribution from Canada (Note 11) | — | 49,152 |
| | 124,268 | 238,681 |

### EQUITY OF CANADA

| | | |
|---|---|---|
| Contribution from Canada (Note 13) | 20,072 | 20,072 |
| Contributed capital | 142,319 | 322,385 |
| Deficit | 56,775 | 156,521 |
| | 85,544 | 165,864 |
| | $245,169 | $445,843 |

On behalf of the Board:

A.R. Huntington
Chairman

Michael Sherwood
Acting President and
Chief Executive Officer

## Statement of income
**for the year ended December 31, 1984**

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Revenue from operations | **$27,229** | $28,623 |
| Operating and administrative expenses | **18,530** | 19,703 |
| Depreciation | **6,651** | 6,005 |
| Grants in lieu of municipal taxes | **2,317** | 2,348 |
| Interest expense | **3,568** | 3,053 |
| | **31,066** | 31,109 |
| Net loss from operations | **(3,837)** | (2,486) |
| Investment income | **8,160** | 7,713 |
| Net income before the undernoted items | **4,323** | 5,227 |
| Net income of ports established as local port corporations (Note 3) | **2,866** | 22,714 |
| Unusual item (Note 14) | **—** | (11,800) |
| Share in loss of Ridley Terminals Inc. (Note 5) | **(2,697)** | — |
| Net income | **$ 4,492** | $16,141 |

## Statement of deficit
**for the year ended December 31, 1984**

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Deficit at beginning of the year | **$156,521** | $185,542 |
| Net income | **4,492** | 16,141 |
| | **152,029** | 169,401 |
| Deficit assumed by local port corporations (Note 3) | **(95,254)** | (80,316) |
| Surplus transferred to a local port corporation (Note 3) | **—** | 67,436 |
| Deficit at end of the year | **$ 56,775** | $156,521 |

## Statement of contributed capital
**for the year ended December 31, 1984**

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Contributed capital at beginning of the year | **$322,385** | $349,361 |
| Contributed capital transferred to local port corporations (Note 3) | **(180,066)** | (26,976) |
| Contributed capital at end of the year | **$142,319** | $322,385 |

## Statement of changes in financial position
**for the year ended December 31, 1984**

| | (in thousands of dollars) 1984 | 1983 |
|---|---|---|
| Funds provided | | |
| Operations | | |
| Net income | $ 4,492 | $16,141 |
| Items not requiring an outlay of funds | | |
| Depreciation | 7,981 | 13,572 |
| Deferred interest | 2,392 | 1,855 |
| Unusual item | — | 11,800 |
| Share in loss of Ridley Terminals Inc. | 2,697 | — |
| Other | (241) | 1,343 |
| | 17,321 | 44,711 |
| Loans from Canada | 4,881 | 7,110 |
| Recoverable contribution from Canada | 106 | 8,379 |
| Capital grants | 34,880 | 15,425 |
| Proceeds on sale of long-term investments | — | 5,076 |
| Other | 242 | 77 |
| | 57,430 | 80,778 |
| Funds employed | | |
| Additions to fixed assets | 43,516 | 54,615 |
| Investment in Ridley Terminals Inc. — net | 3,159 | 14,942 |
| Loans from Canada currently payable | 1,112 | 747 |
| Reduction in financing provided by a province | 810 | 1,204 |
| | 48,597 | 71,508 |
| Increase in working capital before transfers to local port corporations | 8,833 | 9,270 |
| Working capital transferred to local port corporations (Note 3) | (45,098) | (65,972) |
| Decrease in working capital | (36,265) | (56,702) |
| Working capital at beginning of the year | 89,122 | 145,824 |
| Working capital at end of the year | $52,857 | $89,122 |

## Notes to financial statements
**December 31, 1984**

### 1. CANADA PORTS CORPORATION ACT

Canada Ports Corporation is established under the Canada Ports Corporation Act. The Act provides for the establishment of local port corporations to manage and operate selected ports. The Corporation is named in Part II of Schedule C of the Financial Administration Act and is exempt from income tax.

### 2. SIGNIFICANT ACCOUNTING POLICIES

a) Financial statements

The financial statements of the Corporation include the accounts of all the ports and other facilities under its administration. The activities of the local port corporations are excluded from the financial statements from the date of their establishment.

b) Investments

The investments, which are direct and guaranteed securities of Canada, are shown at amortized cost. Premiums or discounts are amortized over the periods to maturity.

c) Investment in Ridley Terminals Inc.

The investment in Ridley Terminals Inc. is accounted for on the equity basis.

d) Fixed assets

Fixed assets are recorded at cost except for those transferred to the Corporation from Canada, which are recorded at appraised or fair market value established at the time of transfer. Grants towards capital projects received from Canada and from third parties are deducted from the cost of the related fixed assets.

Depreciation is calculated on the straight-line basis for the full year, commencing with the year the asset becomes operational, using rates based on the estimated useful lives of the assets.

e) Pension costs

All permanent employees of the Corporation are covered by the Public Service Superannuation Plan administered by Canada. Contributions to the plan are required from both the employees and the Corporation. The annual contributions represent the liability of the Corporation for pensions and are recognized in the accounts on a current basis.

f) Insurance

The Corporation assumes substantially all risks against fire and general perils, as well as for workers' compensation claims. Any costs arising from these risks are recorded in the accounts in the year they can be reasonably estimated.

g) Grants in lieu of municipal taxes

The expense for grants in lieu of municipal taxes is based on estimated municipal assessments adjusted in accordance with the Municipal Grants Act. Grants are paid after the amounts have been audited by the Municipal Grants Division of Public Works Canada. Any adjustments upon finalization are reflected in the accounts in the year of settlement.

h) Employee benefits

The Corporation accrues in its accounts, annually, the estimated liabilities for severance pay, annual leave, sick leave and overtime compensatory leave, which are payable to its employees in subsequent years under its collective agreements, or in accordance with its policy.

i) Interest on contribution from Canada

Interest on the contribution from Canada is reflected in the financial statements in the year paid as it is contingent upon the receipt of dividends from Ridley Terminals Inc.

### 3. LOCAL PORT CORPORATIONS

Effective June 1, 1984, the Port of Halifax, the Port of Québec and the Port of Prince Rupert were established as local port corporations under the names of Halifax Port Corporation, Port of Québec Corporation and Prince Rupert Port Corporation. The Port of Montréal and the Port of Vancouver had been previously established as local port corporations on July 1, 1983 under the names of Montréal Port Corporation and Vancouver Port Corporation.

In accordance with the Canada Ports Corporation Act, the assets, liabilities and equity were transferred to the local port corporations at their carrying value in the accounts of the Corporation as follows:

| | 1984 | 1983 |
|---|---|---|
| | (in thousands of dollars) | |
| Assets | | |
| Working capital | $ 45,098 | $ 65,972 |
| Long-term investments | 6,589 | 50,364 |
| Long-term amounts receivable | 245 | 6,309 |
| Fixed | 152,425 | 246,058 |
| | $204,357 | $368,703 |
| Liabilities | | |
| Long-term accrued employee benefits | $ 1,619 | $ 6,092 |
| Loans from Canada | 68,668 | 348,515 |
| Recoverable contribution from Canada | 49,258 | — |
| | 119,545 | 354,607 |
| Equity | | |
| Contributed capital | 180,066 | 26,976 |
| Deficit | (95,254) | (80,316) |
| Surplus | — | 67,436 |
| | $204,357 | $368,703 |

## Notes to financial statements
**December 31, 1984**

The statement of income includes the results of operations of the Port of Halifax, the Port of Québec and the Port of Prince Rupert for the five month period ended May 31, 1984 and for the year ended December 31, 1983, and the results of operations of the Port of Montréal and the Port of Vancouver for the six month period ended June 30, 1983 as follows:

| | **1984** | 1983 |
|---|---|---|
| | (in thousands of dollars) | |
| Revenue from operations | **$13,487** | $100,418 |
| Operating and administrative expenses | **10,073** | 77,015 |
| Depreciation | **1,330** | 7,567 |
| Grants in lieu of municipal taxes | **1,262** | 4,690 |
| Interest expense | **—** | 462 |
| | **12,665** | 89,734 |
| Net income from operations | **822** | 10,684 |
| Investment income | **2,044** | 12,030 |
| Net income of ports established as local port corporations | **$ 2,866** | $ 22,714 |

### 4. INVESTMENTS

Investments, which are direct and guaranteed securities of Canada, are:

| | **1984** | | 1983 | |
|---|---|---|---|---|
| | (in thousands of dollars) | | | |
| | Cost | Market Value | Cost | Market Value |
| Current | **$59,134** | **$59,360** | $92,814 | $92,597 |
| Long-term | **$19,973** | **$20,015** | $26,476 | $25,794 |

### 5. INVESTMENT IN RIDLEY TERMINALS INC.

Ridley Terminals Inc. (RTI) was incorporated in December 1981, under the Canada Business Corporations Act to develop, manage and operate a coal terminal on Ridley Island at the Port of Prince Rupert. The Pre-Incorporation Agreement between Canada Ports Corporation (the Corporation) and the other shareholder, Fednav Limited, stipulates that at least 90% of the common shares of RTI shall be allotted and issued to the Corporation and that the Corporation shall acquire class A preference shares equal in value to the class B preference shares issued to the other shareholder.

The investment in Ridley Terminals Inc. is composed of:

| | **1984** | 1983 |
|---|---|---|
| | (in thousands of dollars) | |
| Balance at beginning of the year | **$19,271** | $ 4,329 |
| Investment in shares | **3,450** | 15,042 |
| Elimination of inter-company charges | **(291)** | (100) |
| Share in loss | **(2,697)** | — |
| Balance at end of the year | **$19,733** | $19,271 |

At December 31, 1984, the Corporation had acquired, at a cost of $23,021,400, 90% of the issued common shares ($900) and 100% of the class A preference shares ($23,020,500) of RTI. These class A preference shares carry a fixed cumulative dividend at a rate of 18% per annum. As at December 31, 1984, Fednav Limited had acquired, at a cost of $23,020,600, 10% of the issued common shares ($100) and 100% of the class B preference shares ($23,020,500) of RTI. These class B preference shares carry a fixed cumulative dividend at a rate of 20% per annum after taxes.

A summary of the balance sheet of RTI as reported in its audited financial statements shows:

| | December 31, | |
|---|---|---|
| | **1984** | 1983 |
| | (in thousands of dollars) | |
| Assets | | |
| Current | **$ 8,202** | $ 1,201 |
| Deferred operating costs | **—** | 2,465 |
| Fixed | **234,375** | 218,859 |
| Other | **100** | 108 |
| | **$242,677** | $222,633 |
| Liabilities | | |
| Current | **$ 3,768** | $ 15,667 |
| Bank loans and acceptances guaranteed by Canada | **198,261** | 167,824 |
| | **202,029** | 183,491 |
| Equity | **40,648** | 39,142 |
| | **$242,677** | $222,633 |

Preference dividends and related interest in arrears at December 31, 1984, are as follows:

| | **1984** |
|---|---|
| | (in thousands of dollars) |
| Class A preference shares held by Canada Ports Corporation | **$ 7,196** |
| Class B preference shares held by Fednav Limited | **15,793** |
| | **$22,989** |

The Corporation's investment in RTI is accounted for on the equity basis. Application of this method in years in which RTI has a deficit requires that the Corporation recognize a share of the results of operations of RTI equal to its participation in the total equity in RTI which, at December 31, 1984, was 50%. In years in which RTI has retained earnings, the Corporation's share of the results of operations will be proportionate to its shareholding in common shares, after recognizing the dividend requirements of the two classes of preference shares.

RTI became operational September 1, 1984. The results of its operations for the four month period ended December 31, 1984, are as follows:

| | **1984** |
|---|---|
| | (in thousands of dollars) |
| Revenue from operations | **$10,291** |
| Operating and administrative expenses | **5,242** |
| Depreciation | **2,255** |
| Interest expense | **8,188** |
| | **15,685** |
| Net loss | **$ 5,394** |

RTI has negotiated an $80,000,000 revolving credit bank loan, secured by the assets of RTI, for financing operations. As at December 31, 1984, there were no drawdowns of this credit facility.

## Notes to financial statements
**December 31, 1984**

6. DEBENTURES OF SAINT JOHN HARBOUR BRIDGE AUTHORITY

The Saint John Harbour Bridge Authority is indebted in the amount of $14,355,000 (1983- $14,447,000) to the Corporation which in turn is indebted to Canada in the same amount, in accordance with the provisions of Vote L106B, Appropriation Act No. 7, 1967, 1967-68, c.8. The interest and repayment terms of the parliamentary advances to the Corporation are identical to those of the debentures of the Authority. Under the terms of the agreement between Canada and the Authority, Canada has, in effect, guaranteed the repayment of both principal and interest on the debentures. Therefore, both the debentures received and advances and loans payable to Canada have been offset against each other and are not reflected as a separate asset and liability on the balance sheet. Interest income and expense of $985,000 (1983-$991,000) have been similarly offset and do not appear in the statement of income.

On July 9, 1981, Treasury Board agreed to the transfer of the responsibility for the administration of the indebtedness of Saint John Harbour Bridge Authority as well as the equivalent loan payable to Canada from the accounts of the Corporation to those of Transport Canada. As at December 31, 1984, this transfer had not been completed.

7. FIXED ASSETS

a) Summary

| | | 1984 (in thousands of dollars) | | | 1983 |
|---|---|---|---|---|---|
| | Depreciation rates % | Cost | Accumulated depreciation | Net | Net |
| Land | — | $ 38,843 | $ — | $ 38,843 | $ 75,735 |
| Dredging | 2.5-6.7 | 11,297 | 5,678 | 5,619 | 7,282 |
| Berthing structures | 2.5-10 | 101,940 | 43,425 | 58,515 | 82,749 |
| Buildings | 2.5-10 | 33,512 | 19,435 | 14,077 | 32,316 |
| Utilities | 3.3-10 | 10,446 | 3,526 | 6,920 | 12,013 |
| Roads and surfaces | 2.5-10 | 7,173 | 4,997 | 2,176 | 9,440 |
| Machinery and equipment | 5-100 | 22,200 | 14,742 | 7,458 | 8,020 |
| Office furniture and equipment | 20 | 1,790 | 1,276 | 514 | 807 |
| Works under construction | — | 3,199 | — | 3,199 | 61,148 |
| | | $230,400 | $93,079 | $137,321 | $289,510 |

b) Capital grants

During the year, the Corporation received capital grants totalling $34,880,000 (1983-$15,425,000) towards the construction of capital projects of which $33,930,000 (1983-$10,549,000) was received from Canada.

c) Capital expenditure commitments

Contractual obligations for the completion, construction and purchase of fixed assets are estimated at $7,900,000, of which most will be expended in the year ending December 31, 1985.

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are the following:

| | 1984 | 1983 |
|---|---|---|
| | (in thousands of dollars) | |
| Deferred revenues | $1,903 | $2,179 |
| Current portion of long-term liabilities | $2,212 | $1,719 |

## 9. FINANCING PROVIDED BY A PROVINCE

The Province of New Brunswick advanced $25,000,000 to partially finance the construction of Rodney Terminal, Saint John, which is owned by the Corporation. Until the non-interest bearing advance is repaid, the Province will receive annual principal payments equal to 47% of the net operating income of the terminal.

## 10. LOANS FROM CANADA

| | 1984 | 1983 |
|---|---|---|
| | (in thousands of dollars) | |
| Loans bearing interest at 6.44% to 15.625% with blended annual principal and interest repayment requirements of $4,732,000 and maturing between December 31, 1993 and 2002 | **$ 29,470** | $ 25,336 |
| Less: current portion (included in accounts payable and accrued liabilities) | **1,112** | 747 |
| | **28,358** | 24,589 |
| Deferred interest | **4,247** | 1,855 |
| Non-interest bearing loans with indefinite due date | **55,609** | 108,250 |
| Accrued interest on loans not due and payable | **15,896** | 31,923 |
| | **$104,110** | $166,617 |

Loans of $19,154,000 from Canada for the construction of new terminal facilities for the Port of Saint John bear interest at rates of between 11.0% and 15.6%. Payment of the interest on these loans is deferred until construction is completed (October 1985) and then repayment is to be over a period of ten years.

Principal repayment requirements over the next five years amount to $1,112,000 in 1985, $1,241,000 in 1986, $1,384,000 in 1987, $1,545,000 in 1988 and $1,725,000 in 1989.

## 11. RECOVERABLE CONTRIBUTION FROM CANADA

A recoverable contribution of $50,400,000 was approved for the construction of the infrastructure for the coal terminal facility on Ridley Island, Port of Prince Rupert. The contribution was transferred to the Prince Rupert Port Corporation as at June 1, 1984.

## 12. CONTINGENCIES

Claims aggregating approximately $6,000,000 in respect of lawsuits, guarantees, employee agreements, damage allegedly suffered on the Corporation's property and sundry other matters in dispute have been received by the Corporation but are not reflected in the accounts. In the opinion of the Corporation, the final outcome of such claims should not result in any material financial liability.

## Notes to financial statements
**December 31, 1984**

### 13. CONTRIBUTION FROM CANADA

In 1982, the Corporation received from Canada a contribution of $20,072,000 for the purchase of shares in Ridley Terminals Inc. The terms and conditions of repayment of the contribution are to be determined by Treasury Board and the Corporation prior to April 1, 1989.

Interest is to be calculated on the contribution at the average borrowing rate for Crown corporations in effect while the contribution is outstanding. The payment of principal and interest is contingent upon the receipt of dividends from Ridley Terminals Inc. Interest on this contribution will be reflected in the financial statements in the year paid. At December 31, 1984, the interest accumulated is approximately $7,200,000.

### 14. UNUSUAL ITEM

The unusual expense in 1983 results from the write-down of the cost of a pier to reflect the major future costs required to bring the pier back to a normal operating condition.

### 15. SUBSEQUENT EVENT

In accordance with the Canada Ports Corporation Act, the petition for the establishment of a local port corporation at the Port of St. John's was approved during 1984. The local port corporation will be established when letters patent of incorporation are issued which is expected to be during 1985.

As at December 31, 1984, the port accounted for working capital of $4,863,000, surplus of $396,000, total assets of $14,688,000 and net income of $848,000 in the financial statements of the Corporation.

### 16. COMPARATIVE FIGURES

The 1983 figures have been reclassified in order to conform with this year's presentation.

# Corporate Directory

## Members of the Board:

**The Hon. A.R. Huntington, P.C.**
Chairman
Canada Ports Corporation
Ottawa, Ontario.

**Ian G. Stott**
Vice-Chairman
President Stott Aluminum Corporation
Sydney, N.S.

**Michael W. Swinwood**
Acting President and Chief
Executive Officer
Canada Ports Corporation
Ottawa, Ontario.

**Raymond V. Beck**
Former General Manager
Port of Halifax
Halifax, Nova Scotia.

**Roméo Boyer**
President of Québec Grues Ltée.
Chairman of the Montréal Port Corporation
Longueuil, Québec.

**Raymond M. Dufour**
Management Consultant
Malette, Benoît
Boulanger, Rondeau, Inc.
Québec, Québec.

**John H. Morrish**
President and Chief Executive
Officer of Fording Coal Ltd.
Calgary, Alta.

**William H. Somerville**
President and Chief Executive Officer
Victoria & Grey Trust Company
Toronto, Ontario.

**Joseph V. Streeter**
Dominion Securities Pitfield Ltd.
Saint John, N.B.

**James L. Thom**
President
Montreal Shipping Inc.
Montreal, Québec.

**Lionel Major**
Director General
Inter-Cité Construction Limitée
Chairman
Chicoutimi Port Authority
Chicoutimi, Québec.

**Wendell Firlotte**
Superintendent
Woodlands Division
New Brunswick International
Paper Inc.
Dalhousie, N.B.

**Brian Keple**
President
Regina Cartage & Storage
Regina, Sask.

**Robert Wilson Innes**
Chairman
St. John's Port Authority
St. John's, Nfld.

**The Hon. Otto E. Lang**
Executive Vice-President of Pioneer Grain
Ltd.
Winnipeg, Manitoba.

**Roy Motle Lev**
Jegray Development Ltd.
Winnipeg, Manitoba.

## Committees of the Board:

**Executive Committee**
Chairman: **The Hon. A.R. Huntington**
Vice-Chairman: **Ian G. Stott**
President: **Michael W. Swinwood**
Members: **The Hon. Otto E. Lang**
**William H. Somerville**
**James L. Thom**

**Corporate Planning and Budgeting Committee**
Chairman: **J.H. Morrish**
Members: **Lionel Major**
**R.M. Lev**
**J.V. Streeter**

**Audit Committee**
Chairman: **Roméo Boyer**
Members: **Raymond M. Dufour**
**Brian Keple**
**Lionel Major**

## Officers of the Corporation:

**The Hon. A.R. Huntington, P.C.**
Chairman
**Michael W. Swinwood**
Acting President and Chief Executive
Officer
**Camille Guérin**
Vice-President
Finance
**Alain Jarry**
Vice-President
Corporate Policy and Planning

**Roger Cramm**
Vice-President
Administrative Services
**T.A. Lauzon**
Acting Vice-President
Technical Services
**Colette Trudel**
Acting Corporate Secretary

General Counsel

# Mailing Addresses

## 1 Port of Belledune
c/o National Office
320 Queen Street
Ottawa, Ontario
K1A 0N6
Tel: (613) 996-6400

## 2 Ports of Chicoutimi/ Baie des Ha! Ha!
P.O. Box 760
Chicoutimi, Québec
G7H 5E1
Tel: (418) 543-0263

## 3 Port of Churchill
P.O. Box 217
Churchill, Manitoba
R0B 0E0
Tel: (204) 675-8823

## 4 Halifax Port Corporation
Ocean Terminals
P.O. Box 336
Halifax, N.S.
B3J 2P6
Tel: (902) 426-3643

## 5 Montréal Port Corporation
Port of Montréal Building
Cité du Havre, Wing No. 1
Montréal, Québec
H3C 3R5
Tel: (514) 283-7042

## 6 Port Colborne Elevator
P.O. Box 129
Port Colborne, Ontario
L3K 5V8
Tel: (416) 834-3644

## 7 Prescott Elevator
P.O. Box 520
Prescott, Ontario
K0E 1T0
Tel: (613) 925-4228

## 8 Prince Rupert Port Corporation
110 - 3rd Avenue W.
Prince Rupert, B.C.
V8J 1P3
Tel: (604) 627-7545

## 9 Port of Québec Corporation
150 Dalhousie Street
P.O. Box 2268
Québec, Québec
G1K 7P7
Tel: (418) 648-3558

## 10 Port of Saint John
133 Prince William Street
Saint John, N.B.
E2L 2B5
Tel: (506) 648-4869

## 11 Port of St. John's
3 Water Street
St. John's, Nfld.
A1C 5X8
Tel: (709) 772-4663

## 12 Port of Sept-Iles
P.O. Box 280
Sept-Iles, Québec
G4R 4K5
Tel: (418) 968-1231

## 13 Port of Trois-Rivières
P.O. Box 999
1545 du Fleuve Street
Trois-Rivières, Québec
G9A 5K2
Tel: (819) 378-3939

## 14 Vancouver Port Corporation
1900 - 200 Granville Street
Vancouver, B.C.
V6C 2P9
Tel: (604) 666-8978